

Training

ACTIVE COMPONENT (AC) TRAINING/SPECIALIZED TRAINING IN FORSCOM
ACTIVE ARMY AND RESERVE COMPONENT (RC) UNITS

Summary. This regulation is a consolidation of Active Component (AC) training regulation (FR 350-41) and the specialized training for FORSCOM Active and Reserve Component (RC) units regulation (FR 350-3). Chapters 1 through 3 and Appendixes A through C apply only to AC unit training. These particular chapters and appendixes establish FORSCOM policy, objectives, responsibilities, and guidance for the conduct of military training for AC units. Appendixes D through J provide guidance, procedures, and policies for both AC and RC units to obtain specialized training support, attend specialized training centers, and conduct specialized training programs. Specifically, this regulation covers Joint Airborne/Air Transportability Training, Air-Ground Operations Training, Aviation Unit and Individual Training, Intelligence and Electronic Warfare Training, and Special Environment Training.

Applicability. Chapters 1 through 3 and Appendixes A through C apply only to AC units. Appendixes D through J apply to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM has training responsibility.

Supplementation. Supplementation of this regulation is prohibited without prior approval of Commander, FORSCOM, ATTN: AFOP-TR, 1777

Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

Suggested improvements. The proponent agency of this regulation is Deputy Chief of Staff for Operations, AFOP, HQ FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

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*This regulation supersedes FORSCOM Regulation 350-41, Active Component Training, 1 Dec 90, and FORSCOM Regulation 350-3, Specialized Training FORSCOM Active Army and Reserve Component Units, 1 Jan 84, with Change 1, 31 Jul 86.

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CHAPTER 1

General

1-1. Purpose

This regulation establishes FORSCOM policy, objectives, responsibilities, and guidance for the conduct of military training for Active Component (AC) units and implements Army directives established in AR 350-1. Additionally, Appendixes D through J provide guidance, procedures, and policies for units to obtain specialized training support, attend specialized training centers, and conduct specialized training programs. Specifically, these Appendixes cover Joint Airborne/Air Transportability Training, Air-Ground Operations Training, Aviation Unit and Individual Training, Intelligence and Electronic Warfare Training,

Reciprocal Unit Exchange and Special Environment Training. These specified Appendixes are applicable to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM has training responsibility.

1-2. References

Required and related publications are listed in **Appendix A**.

1-3. Responsibilities

a. **Deputy Chief of Staff for Operations (DCSOPS)**, FORSCOM. Has general staff responsibility for planning, directing, and supervising the training of FORSCOM AC units.

FORSCOM Regulation 350-1

b. Chief, Training Division, **DCSOPS**, FORSCOM.

(1) Coordinates, directs, supervises, and supports the FORSCOM individual, staff, and collective training policy for all assigned AC units.

(2) Coordinates training functions within FORSCOM.

(3) Coordinates training development and standardization actions within FORSCOM to include training doctrine, literature, publications, systems, and devices, and management of Training Support Centers (TSC).

(4) Establishes priorities for the allocation, distribution, and construction of resources and facilities to support the total training effort.

(5) Acts as proponent agency for combat arms (less selected special operations, e.g., Special Forces, Special Operations Aviation, Rangers), related training, and training support activities to include review of other MACOM and HQDA publications.

(6) Acts as POC for Airborne training issues and initiatives.

(7) Plans and develops policies, procedures, and supporting documents governing FORSCOM participation in the CJCS Exercise and Training Program.

(8) Supervises and manages the operation of the emergency deployment readiness exercise (EDRE) program.

c. Chief, Aviation Division, **DCSOPS**, FORSCOM. Acts as FORSCOM staff proponent for policy and guidance on aviation training.

d. Chief, Joint Interoperability Division, **DCSOPS**, FORSCOM. Coordinates Joint Interoperability for Tactical Command and Control Systems (JINTACCS) training for all CINCs, Services, and Defense Agencies. Included is Joint Tactical Air Operations (JTAO) Interface Training and U.S. Message Text Format (USMTF) Training.

f. Deputy Chief of Staff, Personnel and Installation Management, (**DCSPIM**), FORSCOM.

(1) Develops FORSCOM policy programs for leadership concepts, leadership training programs, and leader development.

(2) Responsible for monitoring training of medical units.

(3) Responsible for monitoring training of engineer units.

(4) Responsible for monitoring training of military police units.

g. Deputy Chief of Staff, Intelligence (**DCSINT**).

(1) Acts as FORSCOM staff proponent for policy and guidance on foreign language training. Manages the Command Language Program.

(2) Acts as FORSCOM staff proponent for Tactical Intelligence Readiness Training Program (**REDTRAIN**).

(3) Monitors overall training programs of AC intelligence units.

(4) Acts as FORSCOM staff proponent for Opposing Force Program.

h. Deputy Chief of Staff, Logistics (**DCSLOG**), FORSCOM.

(1) Responsible for monitoring training of logistics units.

(2) Coordinates and monitors the Army Modernization Training (AMT) Program.

i. Deputy Chief of Staff for Command, Control, Communications and Computers, (**DCSC4**), FORSCOM. Responsible for monitoring training of signal units and Data Processing Units (DPU), and computer repairers.

j. Chaplain, FORSCOM. Responsible for monitoring training of unit ministry teams.

k. Corps Commanders. Corps commanders will---

(1) Publish mission essential task list (METL) and associated conditions and standards for the unit and separately for the staff. These commanders will approve METL of wartime-aligned subordinate units and select battle tasks.

(2) Annually publish, or update as necessary, for subordinate units command training guidance and major events calendar. Guidance may include command mission, goals, training philosophy, and training strategy.

(3) Publish timely, sufficiently detailed information about training events so that subordinate units can "lock in" their training plans.

(4) Allocate resources to implement training.

(5) Protect training time and reduce training distractors.

(6) Evaluate training effectiveness.

l. Division-level and Brigade/Group Level Commanders. Division-level commanders and brigade/group commanders will---

(1) Publish METL and associated conditions and standards for the unit and separately for the staff. These commanders will approve METL of wartime-aligned subordinate units and select battle tasks.

(2) Annually publish or update for subordinate units command training guidance which includes a long-range calendar. Guidance may

include command mission, goals, training philosophy, and training strategy.

(3) Maneuver brigade commanders develop a training strategy that ensures the brigade and its elements are trained to standard in brigade combined arms operations.

(4) Plan and conduct training that focuses one unit level down; evaluate proficiency two levels down.

(5) Select training objectives for planned training based on assessment of unit proficiency in METL tasks, during short-range training.

(6) Publish short-range training guidance that includes a short-range calendar.

(7) Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, etc.) so that subordinate units can "lock in" their short-range plans and training schedules.

(8) Allocate resources to implement training plans, create challenging conditions for training, and protect subordinate units from unprogrammed taskings or other training distractors.

(9) Ensure the following training management tools are understood and used at the appropriate levels:

a FM 25-100 and FM 25-101.

b Current unit training strategies of the Combined Arms Training Strategy (CATS).

c Current mission training plans (MTP), drills, military qualification standards (MQS) manuals, and soldiers' manuals (for common tasks and tasks specific to each military occupational specialty (MOS)).

d Standard Army Training System in AC units.

e DA Pam 350-38.

f Training Ammunition Management System (TAMS).

g Training Ammunition Management Information System (TAMIS).

m. Dual-based and Split-based Brigades. Split-based brigades are brigades geographically separated from their parent division headquarters. Dual-based brigades are brigades previously based in USEUCOM AOR; now based in CONUS; committed to NATO; and with parent division HQ still in Europe.

(1) 1/1 ID and 3/1 AD are both dual-based and split-based brigades. Commanders of these brigades will develop their METL based upon their wartime mission and related task in external directives. The METL for the dual-based brigades stationed at Fort Riley, is approved by the Fort Riley

Installation Commander, but takes into consideration the requirements of the parent division. Like units on Fort Riley will have like METLs to facilitate planning, resourcing, and execution of training. Dual-based brigades long range training plan (Command Training Guidance and long range calendar) will be based on the approved METL and the Fort Riley Installation Commanders Training Guidance. Brigade Commanders will present Quarterly Training Briefs to the Fort Riley Installation Commander. The FORSCOM will plan, program, and budget for the dual-based brigades' home station training consistent with FORSCOM priorities.

(2) The 3/2 ID (M) and 1/25 ID (L) are split-based brigades. Commanders of these brigades will develop the units' METL based on wartime mission guidance received from their division commander. These brigades' METL will be approved by their division commander. These brigades' long range training plan (Command training guidance and long-range calendar) will be based on approved METL and the I Corps Deputy Commander/Commander's training guidance. Brigade commanders will present Training Cycle Briefings (TCB) to the Deputy Commander, I Corps prior to the start of every green training cycle. Forces Command will plan, program, and budget for these brigades' home station training consistent with FORSCOM's priorities and available funds.

n. Battalion-level and Company Level Commanders. Battalion-level and company-level commanders will---

(1) Assign primary responsibility for collective training to officers and primary responsibility for soldier training to NCOs. The NCOs will also train most sections, squads, teams, and crews.

(2) Publish METL and associated conditions and standards for the unit (and separately for the battalion staff). Battalion commanders approve METL of battalion staff and subordinate units and select battle tasks.

(3) Plan and conduct training to Army standards for one unit level down; support training two levels down and; evaluate proficiency two levels down.

(4) Select specific training objectives for planned training based on assessment of unit proficiency in METL tasks, during short-range training.

(5) Meld leader and soldier training requirements into collective training events using multi-echelon techniques.

FORSCOM Regulation 350-1

(6) Publish short-range training guidance that includes a short-range calendar.

(7) Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, etc.) so that subordinate units can lock in training schedules.

(8) Company commanders select soldier tasks for training during near-term planning. Commanders select tasks that need training based on subordinate leaders' assessments of soldier proficiency in essential soldier tasks and that support upcoming collective training objectives. Similarly, commanders select leader tasks for training subordinate leaders during near-term planning.

(9) Company commanders develop and sign training schedules.

(10) Battalion commanders approve and publish training schedules.

(11) Protect subordinate units from training distractors by tenaciously enforcing the "lock in" of major events approved with short-range plans and contained in the signed training schedules.

(12) Allocate resources to implement training plans and create challenging conditions for training.

(13) Ensure the following training management tools are understood and used at the appropriate levels:

- a FM 25-101.
- b Current unit training strategies in CATS.
- c Current MTPs, drills, MQS manuals, and soldiers' manuals (for common tasks and MOS-specific tasks).
- d Standard Army Training System in AC units.
- e DA Pam 350-38.
- f TAMS.

1-4. Training Philosophy

a. The FORSCOM mission is to attain high standards of training readiness in order to execute supporting CINC, JCS contingency, land defense of CONUS, military support to civilian authorities, and mobilization/deployment operations.

b. Commanders will focus on training for combat. They will ensure training is tough and realistic with demanding conditions, so units will be capable of fighting upon arrival at the lodgment area and sustaining for as long as it takes to win. Commanders should develop training programs that are sufficiently flexible to support the National Military Strategy of power projection. Commanders should focus on selection of mission essential and battle tasks lists and leader training at all levels to

accommodate the force projection strategy within a resource-constrained environment.

c. Commanders must not lose track of standards and quality of training whatever the funding threshold. Commanders will protect training standards regardless of the funding level. If funds become too restrictive, commanders will reduce the number of mission essential task list (METL) tasks - not standards.

d. Commanders and leaders at all levels will---

(1) Set the standards of mental toughness through role modeling. Exemplify, through professional and personal conduct, the standards of discipline soldiers should meet.

(2) Personally set the standards of physical toughness expected of soldiers.

e. Commanders must place authority in the hands of those who have the responsibility. Full-Dimensional Operations doctrine demands centralized planning with decentralized execution that has these advantages:

(1) It achieves proficiency in mission-essential tasks rather than requiring attendance that may not meet the needs of many individuals or groups in the unit. It also ensures valuable resources are employed to train on tasks that are essential to mission accomplishment.

(2) It requires the involvement of junior leaders in managing time and activities of subordinates. This allows junior leaders to learn by doing and develops them in ability and stature.

1-5. Training Goals

Good training is built on a foundation of good discipline. Unit training focus will be on wartime missions that have been carefully analyzed to produce a METL. The primary objective is to produce soldiers, leaders, and units proficient in the execution of wartime missions with the ability to mobilize, deploy, and maneuver as combined arms teams using Full-Dimensional Operations doctrine. Training programs must give the proper attention to individual/crew/team proficiency and small unit training, while simultaneously training commanders and their staffs in the command and control procedures essential for success in combat.

a. Commanders should place preeminent focus on the development of:

(1) Bold, risk-taking and technically/tactically sound leaders who will exercise initiative within the commander's intent.

(2) Disciplined soldiers, physically, emotionally and spiritually fit to withstand the hardships and dangers of combat.

- (3) Soldiers highly skilled in individual tasks.
- (4) Small units well grounded in basic technical/tactical tasks and drills.

(5) Agile and synchronized higher level combined arms units experienced in fighting in depth (time and space).

b. Commanders will use the following training priorities to develop their training programs (listed in order of priority):

(1) Physically and mentally tough individual training emphasizing field combat skills, leader development and marksmanship. Individual training includes formal military schools required to maintain Soldier's Manual standards and MOS proficiency.

(2) Develop leaders at all levels. Develop tactical, professional, and technical training to equip leaders to perform leadership tasks associated with operational missions and to conduct training of their subordinates in basic soldier skills.

(3) Squad/crew/platoon training and evaluation to ARTEP standards on METL tasks.

(4) Company/battery/battalion/squadron training and evaluation to ARTEP standards on METL/Battle tasks.

(5) Combined arms battalion task force training at Combat Training Centers (National Training Center [NTC] and Joint Readiness Training Center [JRTC]) on a scheduled rotational basis.

(6) The CPXs for brigade through corps headquarters, to include participation by units on next lower level.

(7) Special environmental training (Jungle Operation Training Center [JOTC], cold weather training, etc.) and Reciprocal Unit Exchanges (RUEs) conducted at off-post sites.

(8) Off-post training will be kept to a minimum consistent with the training needs of the unit and funding levels.

1-6. Support of Reserve Component (RC)

In support of FORSCOM's mission to train, mobilize, and deploy combat ready RC forces, AC associate units are assigned mentorship responsibilities for select RC units. Each FSP unit (at General Officer command level), eSB, and ARNG division and strategic reserve brigade is provided peer level mentorship by a like-sized AC unit, under the oversight and senior mentorship of a higher organizational level AC commander. Based on the Support to Organizational Training initiative, Training Support Brigades and other training organizations being formed under the CONUSA,

will subsume the RC organizational training assistance and TAM evaluation responsibilities previously assigned to AC associate units. Policy on AC/RC training associations and specific responsibilities for mentorship is provided by FORSCOM Regulation 350-4.

CHAPTER 2

Training Management

2-1. General

Certain fundamental policies, doctrine, and principles shape training management within FORSCOM. Commanders will apply the Army Training Management System that is summarized below to manage and conduct training their units.

a. Army Regulation 350-1 is the umbrella training document which establishes HQDA training policies concerning the major components of Army training (individual, collective, and modernization); the three pillars of Army training (institutional, unit and self-development); and provides guidance for conducting training.

b. Field Manual (FM) 25-Series contains the Army's concepts and techniques on how to conduct training management. Field Manual 25-100, Training the Force, is the Army's standardized training doctrine applicable throughout FORSCOM. It provides the necessary guidelines on how to plan, execute, and assess training. The FM 25-101, Battle Focused Training, provides practical "how to" guidelines for officers and NCOs, including techniques and procedures for planning, executing, and assessing training. A practical template to aid leaders in executing training management is an 8-Step Training Model. The 8-steps to the model are 1) plan the training, 2) train and certify the leaders, 3) recon the site, 4) issue the plan, 5) rehearse, 6) execute, 7) conduct the AAR, and 8) retrain.

c. Training objectives at the company/battery and battalion level are expressed in terms of proficiency in individual training tasks from Soldier Publications (SM, TM) and unit training tasks from the ARTEP/AMTP.

d. Individual training will be integrated into all phases of unit activity and undertaken at the lowest level with frequent command emphasis to create opportunities.

e. Command evaluation is the key to developing and maintaining training proficiency as well as providing the commander with an up-to-date status of where his unit is and where it is going. External ARTEP/AMTP evaluations are helpful, but

commanders must realize internal evaluation is a continuing requirement for all training to determine achievement/non-achievement of the training objectives.

f. The commander must provide time and other resources for remedial training based upon evaluation results.

g. Army Regulation 350-28 provides guidelines for participation of U.S. Army units in CJCS Exercises.

2-2. Priority for Training

a. Although training is FORSCOM's first priority, many activities will compete for the time and attention of commanders and their units. Commanders and staff alike should minimize training distractors. Many legitimate demands for time and resources will remain, but good training must proceed regardless. Commanders must make the most of all training opportunities, and ensure maximum participation with minimal distractors.

b. Major unit commanders and installation commanders should set up a system for allocating specific periods of priority training to subordinate units. Cyclical training priorities under green, amber, red, or similar systems work well for most units; however, the success of any system depends on the degree the company commander feels he has priority training periods throughout the year when he will not be tasked for details or other distractors that interfere with planned training. Such priority training periods will be supported by all commanders, particularly those who have the authority to control the scheduling of distracting activities (e.g., special duty, honor guard, support details, and routine medical care). A time management system, if it is going to work, must be ruthlessly enforced, and there must be no slack in the system. If the commander cannot sustain robust training throughout the prime time with 90 per cent of his soldiers present, then the period is too long and needs to be adjusted. Commanders are expected to train all out during prime training time. Non-METL activities will be executed during amber, red, or other non-prime time periods.

c. Sergeant's Time: The link between individual training, where a soldier becomes proficient in job skills, and collective training, where we teach crews, squads, and platoons how to fight, is crew/squad/team training. This is leader's business; more specifically, it is a sergeant's primary job. The best way to train crews, squads, and teams is during dedicated uninterrupted blocks of time when the sergeant has 100 percent of the soldiers present for

training. Sergeant's time is not a FORSCOM-directed program. However, if a commander initiates a Sergeant's Time program, it must be well planned with tasks to be trained approved by the commander, then scheduled and protected.

d. Combat Support and CSS units.

(1) Combat Support and CSS units must train to provide timely, tailored support and to develop unit fieldcraft/survival skills. Commanders of CS and CSS units will seek opportunities to perform field training by supporting other units at realistic field sites under tactical conditions.

(2) When there are not enough field training opportunities in support of other troop units, commanders of CS and CSS units should schedule quarterly periods of field training in a tactical environment that will exercise units in sustainment of their METL.

(3) Combat Service Support units must schedule individual proficiency training for their assigned personnel. The fact that most individuals are doing their assigned mission during their day-to-day work routine does not ensure that they are being trained fully in their individual skills. A program must be established at the lowest level that provides for the training of individuals. It is vital that a workable program be developed at the lowest level and all available time is used in executing the program. Soldiers in highly technical skill MOS's need equipment to train. This alone should direct the training manager to develop a system that does not shut down the shop or stop production (decentralized and well planned).

(4) Command and staff training, emphasizing CSS system operation and support of combat elements is also a critical component of CS/CSS training. Corps and corps equivalent organizations are responsible for establishing and maintaining these type of functional training programs.

2-3. Small unit Unit Integrity

Commanders will strive to maintain small unit integrity when conducting training and support missions. Assigning support missions to a squad, platoon, or company on a rotational basis for specified periods of time, rather than through individual taskings, will lead to maximum effectiveness in training.

2-4. Training Ammunition

a. Due to increased costs of ammunition, especially tank and artillery munitions, commanders at each echelon must hold expenditures to DA approved authorizations, provided annually.

Maximum use of training devices, subcaliber devices, and firing simulators should be made to support gunnery/marksmanship training.

b. Army Regulation 5-13 describes the Training Ammunition Management System (TAMS) policies, procedures, and responsibilities.

c. The DA Pam 350-38 outlines Army requirements for weapons training programs. It applies to the weapons and weapons systems used throughout FORSCOM. Included are gunnery training programs which include standards for qualification, training strategies to achieve those standards, and ammunition requirements. The standards are prescriptive. The training strategies provided are one way to achieve the standards. Commanders must determine the unit's training posture prior to expenditure of full service ammunition, thus maximizing effective use of ammunition.

d. Logistical support is a key element in training ammunition management. However, timely unit ammunition forecasts are essential for the ammunition supply point to have the right quantities, and at the right time.

2-5. Training Realism

Units must train the way they will fight. Commensurate with the level of unit training proficiency and staying within the bounds of safety and common sense, commanders should integrate smoke, noise, simulated NBC, battlefield debris, loss of key leaders, scenarios which raise law of war/rules of engagement (ROE)/other legal issues, night conditions, rain, cold weather, and other realistic conditions into training. Tactical training scenario should be developed to include an uncooperative opposing force that uses the organizations, tactics, and when possible, the equipment or equipment replications of a potential adversary.

2-6. Deployment Preparation

Preparation for deployment is a continuous process and should be integrated into combat, CS, CSS unit and installation/organization training activities and planning throughout the year. It should include the exercise/evaluation of unit/installation/organization deployment plans and responsibilities outlined in the FORSCOM Mobilization and Deployment Planning System (FORMDEPS) and FORSCOM Regulation 525-2, Emergency Deployment Readiness Exercises.

2-7. Funding, Standard Army Training System (SATS), and FORSCOM Training Events Calendar

a. Funding.

(1) At FORSCOM level, funding allocations are made under the currently recognized training programs as announced in the latest FORSCOM Program Budget Guidance. Allocation of funding for Base Training and Sustainment (activities associated with operations of AC General Purpose Forces units) is based on the previous fiscal year consumption of mission fuel and parts, the beginning fiscal year personnel strength, and an estimated initial sustainment costs for projected force modernization actions.

(2) Installation commanders should apply funds based on established mission preparedness priorities so that each unit can maintain full mission capability consistent with its deployment priority and ALO.

(3) Fund essential training activities at each echelon before funding any higher echelon training. Individual through battalion echelon training including command and staff C2 exercises should be funded at a higher level before funding brigade-level exercises. Home station training to battalion level will be fully resourced before considering deployment to distant training areas.

(4) **Commanders will plan and program** training events within dollar guidance outlined in FORSCOM Automated Program and Budget System (FAPABS). Careful planning and programming is necessary to ensure fund availability throughout the year and to prevent training peaks and valleys.

b. Standard Army Training System (SATS).

(1) The SATs provides unit commanders with automation support to facilitate the execution of the training management process described in FM 25-100, Training the Force, and related documents. It accomplishes this by enabling unit commanders to use their existing office automation systems to access relevant training management documents and records, such as Mission Training Plans (MTP); perform nearly all analyses inherent in the training management process, such as ammunition forecasts and assessments; identify resource requirements for training activities; prepare and print required schedules, calendars, and reports.

(2) The SATS integrates key management functions that support developing the METL to determine training requirements, planning, resourcing, scheduling, and assessing training in units. It will assist the management of training from company through corps, and serve as the Army's single, standard training management tool.

c. Forces Command (FORSCOM) Training Events Calendar.

FORSCOM Regulation 350-1

(1) Current training event data provides visibility of critical, mission essential unit activity and protection from possible taskings. Training event input from the field also provides information for other requirements as congressional testimonies and investigations, unit training activity reports for HQDA, GAO, AAA, and VIP itineraries. Additionally, the FORSCOM staff uses the training event data for analysis, resourcing, and scheduling.

(2) Corps are required to submit their respective training events via the database produced by the FORSCOM Command Training Events Program. The data file may be submitted by e-mail to the FORSCOM Action Officer or floppy disk by mail. Update is required on the last duty day of the month.

(3) A FORSCOM training event is any Active or Reserve Component training event that the corps Commander wants FORSCOM to recognize. The events may range from Lane Training to Joint Training Exercises. The events that the commander selects are only the **training highlights** of the command. They exemplify a unit's METL proficiency and training, if not performed, would significantly degrade a unit's mission performance. They provide FORSCOM with the critical training event information that is analyzed for unit training activity inquiries and scheduling of VIP itineraries as described above. Reserve Component training required for the FORSCOM Training Event Calendar includes National Guard division, Enhanced Separate Brigade, and key Force Support Package (FSP) unit training, normally battalion level or higher. Events required for sub-mission are:

WARFIGHTER, NTC, JRTC, JOTC, JWC training dates.

The US-GE Mix, Army to Army, RUE, BI, Multi-lateral, Interoperability training events.

Major division, corps, joint (Tier 2/3) training events.

Major ARNG and USAR training events.

Major exercises involving FORSCOM assets, e.g. AWE.

Testing and field of new major end items or combat critical equipment.

Major training conferences (corps and higher), e.g. CFP 95, FORSCOM DCSOPS Workshop.

(4) Training event data from the field is held in a master database. The data is provided to specified users, e.g., the Command Group, the DCSOPS, Chief of the Training Division, Chief of the Operations Division, Chief of Central Tasking, the FORSCOM Bulletin Board and Web Server.

2-8. Safety

a. Commanders are responsible for the safety of all Army personnel, military and civilian, assigned to the command and non-Army personnel exposed to training. Commanders will ensure personnel are qualified and trained to safely perform operations. Safety begins with individuals knowing their jobs and leaders ensuring that the job is always accomplished to standard. Leaders at all levels will ensure that safety requirements are integral parts, not added considerations, of planning, executing and assessing training.

b. Safety and risk assessment and management training will be conducted as detailed in AR 350-1, Chapter 1.

c. Training safety risk assessments will be conducted during the planning phase of training to ensure that the training is realistic, but does not exceed an acceptable level of risk for noncombat situations. Leaders in charge of training will use the five-step risk assessment and risk management cyclical process as detailed in Table 1-1, Chapter 1, AR 350-1.

d. Training safety assessment is continuous and will be conducted during all phases of training planning, execution and evaluation.

2-9. Environmental Protection

a. Training is the Army's highest priority peacetime mission. Training depends on land, yet training is inherently damaging to the environment. Training programs will be planned and conducted to minimize damage to natural and cultural resources. Leaders at all level are responsible for the use and protection of natural and cultural resources while ensuring that training readiness is maintained. Environmental constraints at installations will not be allowed to prevent units from training to standard. Commanders must:

- Seek imaginative, innovative ways to train to standard while minimizing environmental impacts.

- Consider altering conditions under which a task is performed vice altering standards.

- Ensure subordinate leaders have a clear understanding of all local environmental constraints, limitations and restrictions to training at the installation.

- Prior to commencing training, ensure all participating soldiers are briefed on local environmental protection measures. As a minimum, the briefing should include identification of restricted use areas, identification of protected species and

habitats, possible hazards, hazardous substances and POL handling/spill control techniques/reporting requirements, maneuver damage control techniques and damage reporting procedures.

- Protect training areas and ranges. These are finite resources and when they are lost through misuse of the environment, they cannot be replaced.

- b. The Environmental Risk Assessment Matrices and the Unit Environmental Self-Assessment checklist in TC 5-400, will be used by units in preparing training plans to ensure that training is designed to minimize damage to the environment.

2-10. Army Standardization Program

- a. Army policy, program, objectives, and MACOM responsibilities for implementing and executing the Army Standardization Program are in AR 350-1.

- b. The success of the Army Standardization Program depends on close adherence to doctrine cited in applicable training circulars, technical manuals, field manuals, and load plans. In this regard, FORSCOM commanders will ensure that common operational, tactical, logistical, administrative, and training tasks, drills, and procedures are done as prescribed to standard.

- c. Commanders should not discourage the initiative of their subordinate leaders. Proper application of the standardization programs should enhance initiative and ensure performance of tasks to Army standards. When doctrinal change is considered appropriate, it will be brought to the attention of CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, so it can be forwarded to HQ TRADOC for appropriate disposition. (RCS exempt, AR 335-15, para 7c.)

2-11. Army Distance Learning Program (ADLP)

The Army Distance Learning Program (ADLP) offers commanders the opportunity to expand their training options. It is intended to enhance training in all Army components. The TRADOC is the Army executive agent for ADLP. The FORSCOM assists TRADOC in the development and prioritization distance learning (DL) requirements. Over the next decade, DL classrooms will be installed at installations throughout FORSCOM. Commanders are encouraged to take full advantage of all facets of DL in support of Total Force readiness. For assistance and information concerning DL, contact CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

2-12. Center for Army Lessons Learned (CALL)

The CALL is a subordinate directorate of the Combined Arms Training Activity (CATA) at the Combined Arms Center, Fort Leavenworth, KS. The CALL's mission is to provide combat-relevant lessons learned to the Total Army. It disseminates lessons learned through a wide variety of media sources such as videotapes, newsletters, bulletins, etc. Additional information about CALL products may be obtained by contacting Commander, USACAC, ATTN: ATZL-CTL, Bldg 325, Fort Leavenworth, KS 66027-7000, or DSN 552-2255/9550/9556.

CHAPTER 3

Training in Units

3-1. General

This chapter addresses both collective and individual training requirements that will be integrated into unit training programs. Individual training is everybody's business - sergeants, captains, colonels, and generals. Individual training objectives must be clear and used to teach junior leaders how to productively use each soldier's time. Junior leaders will grow in stature and capability as they use decentralized training techniques and responsibilities.

3-2. Individual Training and Development

- a. Skill Sustainment. Soldier and leader excellence must be sustained throughout the training year. Individual training must be battle focused, efficient, effective, and take advantage of our most precious resource - time. Multi-echelon training is the strategy to make this happen. Sustaining soldier and leader skills must be based on experience and a continuing assessment of current performance and future needs.

- b. Responsibilities. While the commander has the ultimate responsibility for the Individual Training Program, the CSM and senior NCOs accomplish the bulk of the planning, preparation, execution, and evaluation/assessment. Commanders underwrite the individual training program by allocating resources - especially time. Senior NCOs have program responsibility for determining the priority and frequency of training for individual tasks. Commanders and senior NCOs work together to determine the best training sequence. Tasks which require initial training, or which have not been practiced in a long time, will usually require dedicated training time. Studies have shown that

tasks learned correctly the first time are more easily recalled/sustained. It is, therefore, critical that trainers know how to perform the tasks correctly. Once basic individual proficiency has been achieved, tasks are then reinforced/sustained to standard using performance-oriented collective training (drills, STXs).

c. Evaluation. There are numerous internal and external evaluation tools available for leaders to assess/evaluate the status of individual task performance. Some form of evaluation should follow each individual task training session to verify the proficiency of the soldiers and to measure results against expectations. Evaluation can be a formal hands-on or written test or be based on observation of soldiers/leaders performing the task during collective training. Soldier or leader task sampling can be conducted by placing the soldier/leader in a realistic simulated combat situation, providing all required resources, and measuring performance against the soldier training publication or Training and Evaluation Outlines (T&EO) from appropriate MTP, soldiers manuals, etc. Insure conditions conform to METT-T of wartime plans.

d. Realism. The realism under which the tasks are trained/tested should be increased to approximate combat conditions. The goal is to achieve the same level of stress as the soldiers will experience in combat.

e. Priority for Individual Training. Individual training will be resourced and conducted according to the following priorities:

- (1) Individual tasks that directly support the unit's METL.
- (2) Tasks for MOS/skill level proficiency.
- (3) Cross training tasks for critical weapons, support and sustainment systems.
- (4) Tasks for higher skill level proficiency in MOS.
- (5) Other individual tasks based on commander's assessment.

f. Cross Training. Experience has shown that cross training soldiers is critical to ensure that key weapons, support, and sustainment systems remain in action as the battle intensifies. Manning these systems at the height of battle can make the difference between victory or defeat. Commanders at every level should identify these systems and establish cross training goals based on experience from the NTC, JRTC, ARTEPs, and CPXs.

g. Opportunity Training. Leaders must use opportunity training to take advantage of available training time. This is especially important during major exercises. Leaders should analyze all calendar

events, mission support, and post support requirements to seek out individual training opportunities. Such training opportunities should be planned and resourced as part of the individual training program.

h. Leader Development. The Officer Professional Program (OPP) and the NCO Development Program (NCODP) form the corner-stone for unit leader training and development. They include commander/supervisor coaching, formal (resident) officer and NCO schools, unit officer/NCO training, and professional reading to form a multi-echelon combined arms leader training program. This program builds leaders who are tactically and technically proficient in their current leadership positions, dedicated and caring, and who are developing in preparation for the next level of responsibility. Leader training should be a weekly, multi-echelon event.

- (1) Unit programs should address -
 - (a) Integration of new/incoming leaders.
 - (b) Sustainment to standard of current proficiency.
 - (c) Training to ensure unit depth of leadership in battle.
 - (d) Development of future proficiency.
 - (e) Continuous evaluation/assessment of current performance.
 - (f) Training leader skills critical for unit collective training tasks.
- (2) Battle focus drives the programs and narrows the possible list of leader proficiency and development tasks. However, it must be recognized that leaders need to have a broader scope of professional knowledge/skills.
- (3) OPP and NCODP must be an integral part of unit training programs - scheduled and resourced to accomplish the goals of the commander. The OPP and NCODP training should be combined when a better understanding of officer and NCO roles will result and when resources can be more efficiently/effectively used.
- (4) Officers and NCOs must be able to train their soldiers. Officers and NCOs should have mastery over the leader tasks of their subordinate leaders and NCOs should have mastery over their soldiers' individual tasks. Hands-on performance-oriented training is the key. Sufficient frequency of training must be planned throughout the training year to maintain skills learned.
- (5) The key to success of the programs is through topic selection. After-Action Reviews (AAR) and lessons learned provide excellent training topics. Topics should be---
 - (a) Battle focused.

- (b) Relevant and interesting.
- (c) Performance oriented.
- (d) Innovative and imaginative.
- (e) Flexible with regard to unit needs.
- (6) FM 22-102, FM 25-100 and FM 25-101

provide excellent guidance on development of officer and NCO programs and selection of topics.

(7) The OPP includes officer accomplishment of Military Qualification Standards (MSQ), phase II and III. Commanders should assist their subordinate officers to complete each phase culminating with attendance at the Combined Arms and Services Staff School (CAS3).

(8) The NCO development includes providing those soldiers and NCOs with promotion potential and the educational skills required to advance in grade. Commanders should include the Basic Skills Education Program (BSEP), Advanced Skills Education Program (ASEP), and Career Skills Education Program (CSEP) as part of their NCO training and development strategy.

i. The NCO Academies (NCOA). The NCOA network has been divided into geographic NCOA training regions. This ensures that all soldiers are provided an equal opportunity to attend available Noncommissioned Officers Education System (NCOES) courses. The NCOAs play an important part in NCOES at the primary and basic level and an integral part of the Enlisted Personnel Management System (EPMS). The NCOAs support the Army's intent to train selected NCOs and specialists in critical MOSs on a priority basis. Unit commanders must ensure that all soldiers attending the NCOA meet all prerequisites contained in AR 350-1. Designated FORSCOM installation commanders are responsible for conducting Primary Leadership Development Course (PLDC) at their installations. Basic Noncommissioned Officers Courses (BNCOC) are conducted at TRADOC schools.

j. Unit/Installation Schools.

(1) Troop schools may be established by unit/installation commanders to supplement on the job training. Unit/installation commanders validate the need for each troop school by conducting a training needs assessment as outlined in AR 350-1, paragraph 2-17i(2). Army troop schools may be contracted. Contracted training requires prior approval of HQDA and will follow a Program of Instruction (POI) developed and furnished by TRADOC. No troop school course will be contracted until approved by HQDA.

(2) Troop school training does not relieve or exclude the chain of command from their role as

trainers of soldiers. Accordingly, troop schools will not be conducted for tactical or combat related training that the chain of command has inherent responsibility to teach, for example, rifle marksmanship, sniper, TOW/Dragon, leader training, physical training, any type of leader course, or CTT preparation, etc.

(3) Unit/installation commanders will submit an annual needs assessment by 1 May of each year to CDR FORSCOM, ATTN: AFOP-TR, [1777 Hardee Avenue, SW.](#), Fort McPherson, GA 30330-1062, for consolidation and forwarding to HQDA. Needs assessments must be validated as critical by the commanding general or the first general officer in the chain of command. Unit/installation will conduct only those troop school courses that have been validated by a needs assessment and approved by HQDA. They will maintain historical data on troop schools that include:

- (a) Courses taught.
- (b) Location of school.
- (c) Number of students enrolled/graduated for each course.
- (d) Data specifying which courses are taught by contractors or on-duty military personnel.
- (e) Costs for each course taught in terms of dollars, manpower, equipment, and facilities.
- (f) Monitor courses through periodic inspections to ensure the quality of instructions given in troop schools.
- (g) Use only TRADOC developed POI in troop schools.
- (h) In local regulations, establish maximum number of soldiers that can be trained/cross-trained in an MOS in each unit; minimum retention time in the unit after completing a troop school course; minimum class size that enables courses to be cancelled if this size cannot be achieved; establish/follow prerequisites for each course.

(i) Identify resource requirements through command budget estimate submission and the program objective memorandum.

(4) Army Continuing Education System (ACES) (BA32) funds will not be used to conduct troop school training. However, Army Learning Center facilities may be used to support troop school programs.

(5) Quarterly troop reports will be submitted to CDR, FORSCOM, ATTN: AFOP-TR, [1777 Hardee Avenue, SW.](#), Fort McPherson, GA 30330-1062, using FORSCOM Form 1043-R, Troop School Training Report, with the specific information outlined in paragraph 3-2j(3)(a) through (e), above, NLT the 20th of the month following each quarter.

FORSCOM Regulation 350-1

FORSCOM Form 1043-R is available from the local forms management office. (Cite RCS CSGPO-451.)

k. Individual Training Evaluation: Common Task Test (CTT). The CTT is a hands-on test designed to measure the soldier's ability to perform basic combat and survival skills. All soldiers in Skill Level 1-4 are required to take the test every year. The test period is 12 months long beginning on 1 October of each year.

(1) The goal of the CTT is to provide a test that promotes proficiency of critical battlefield survival skills at the soldier's skill level. The test is designed to be progressive and sequential. Privates through sergeants first class test on tasks that are appropriate to their rank and skill level.

(2) The CTT includes tasks from both the STP 21-1-SMCT, Skill Level 1 and the STP 21-24-SMCT, Skill Level 2-4. The test consists of 18 tasks which are critical for battlefield survival and accomplishment of unit mission.

(3) The emphasis of the progressive CTT is to incorporate CTT into collective field training events. If there is not a field training exercise that would support the testing of a CTT task, then the commander can set up individual test sites and rotate their soldiers through the stations. If the commander can not test soldiers on a specific CTT task due to unavailability of required material, the commander will select a replacement task from one of the SMCTs. The use of a replacement task must be approved by a commander in the rank of lieutenant colonel or above.

1. Military Occupational Specialty (MOS) Training.

(1) Formal schooling will be the first choice for training/reclassifying soldiers into a new MOS. Such schooling may consist of TRADOC MOS-producing schools or installation or unit troop schools. If formal schooling or extension courses are unavailable or impractical, commanders can use supervised on-the-job training (SOJT) as a last resort.

(2) The SOJT programs will be planned, prepared, conducted, and recorded. The following policy for implementing an SOJT program is outlined below. Commanders must---

(a) Obtain approval to use SOJT from the first General Officer in the chain of command.

(b) Develop a list of critical tasks to be trained. List should parallel existing trainers guide/soldiers' manual task list for that particular MOS.

(c) Obtain a formal training program designed and developed by the training development

proponent and approved by the first General Officer in the chain of command.

(d) Establish milestones for completion of training. The SOJT program may vary reflecting the degree of individual study, aptitudes, and available facilities but generally should require at least as much as comparable TRADOC courses.

(e) Develop an end-of-course evaluation measured to the Army standard.

m. Low-Density MOS Training. Sustainment of low-density MOS proficiency is a continuing training challenge. Commanders must meet this challenge with innovative and imaginative training programs conducted in an efficient and practical manner. Unique training strategies must be developed to sustain low-density MOS proficiency. Such strategies may include -

(1) Establishing the proponent for low-density MOS training at brigade or group level.

(2) Establishing troop schools.

(3) Contracting the training requirement to external agencies.

(4) Correspondence and training extension courses.

3-3. Weapons Proficiency and Qualification

a. Training and proficiency with small arms is a command responsibility. The FORSCOM goal is to imbed quality small arms training into units. Commanders at all levels must include it as a primary training priority in their training programs. Unit commanders are responsible to ensure that soldiers sustain fundamental shooting skills they acquired in their initial entry training. A successful rifle marksmanship training program, described in FM 23-9, is a year round sustainment program.

b. [Marksmanship training conducted within a unit must utilize DA Pamphlet 350-38 level training ammunition authorizations.](#)

c. Commanders will program qualification firing for each individual soldier assigned a [TOE/MTOE/TDA](#) weapon in accordance with DA PAM 350-38. This reference along with applicable FM contain individual and crew served weapons qualification standards, training strategy and programs, and ammunition requirements to attain and sustain small arms weapons proficiency.

d. Each soldier should zero with [his assigned](#) weapon within 30 days of assignment to the unit. Soldiers may not be deployed without current individual weapons qualification. Soldiers are responsible for weapons maintenance, not unit armorers.

e. Excess personnel will complete preliminary marksmanship training and qualify with the weapon assigned to the TOE/TDA position in which they perform duty [within the training ammunition provided the unit by DA Pamphlet 350-38](#).

f. Army Regulation 350-1 paragraph 4-9a(6), exempts certain personnel from the requirement to qualify with small arms, however, commanders must still ensure that each soldier is capable of demonstrating reasonable competence with small arms annually [within the training ammunition provided the unit by DA Pamphlet 350-38](#).

3-4. Physical Fitness

a. Units will tailor their Physical Fitness Training (PFT) programs to meet their wartime mission needs as defined by the battle focus process and unit and individual METL tasks. While the APFT defines minimum standards, soldiers must be physically prepared for the rigors of non-stop Full-Dimensional Operations. This can only be accomplished through well-planned, prepared and executed PFT programs that challenge the soldier while holding his/her interest.

b. Programs should encompass total soldier fitness/wellness to include aerobic and anaerobic conditioning, weight control, promotion of a healthy lifestyle, control of stress, smoking cessation, etc. All soldiers and leaders will take part in their unit programs except where medical or remedial considerations require an individually tailored program.

c. Leaders must be trained in total fitness principles/techniques. While the Army is institutionalizing such training into officer and NCO courses at the training bases, commanders should make maximum use of Master Fitness Trainers (MFT) to provide the necessary expertise to develop well-rounded, innovative, and imaginative unit physical fitness training programs.

d. One of the best total conditioners for soldiers, especially for infantrymen, is road marching with a combat load. Experience from combat has shown that road marching with a combat load should be a part of every unit's fitness program.

3-5. Common Military Training

Common military training will be incorporated into unit training programs at the appropriate times throughout the training year. Army Regulation 350-1 identifies selected DA training requirements. There are no additional mandatory training requirements imposed by HQ FORSCOM other than those outlined elsewhere in this regulation.

3-6. Army Training and Evaluation Program (ARTEP)

a. The ARTEP is the primary training document for planning, conducting, and evaluating collective training and leader/command and staff training exercises. As a minimum, unit commanders will conduct and evaluate training on METL and critical METL supporting tasks to the established ARTEP standards under the stated conditions.

b. The ARTEP Mission Training Plans (AMTP) and Drills. Training will be conducted using the appropriate DA-approved AMTP. The MTPs contain mission outlines, situational and field training exercises (STX and FTX) and comprehensive detailed training evaluation outlines. Drill books contain DA standard methods for conducting crew and battle drills for squads, platoons, or equivalent units, and teams. They are the critical link between individual and collective tasks and should be trained frequently to ensure instinctive execution. Battle task analysis will drive selection of the drills to be trained.

c. Training and evaluation are inseparable. Evaluations can be informal or formal and internal or external.

(1) External Evaluation. Leaders conduct informal external evaluations during visits to training of subordinate units. Formal external evaluations are conducted by a higher headquarters designed to diagnose the state of training proficiency of a subordinate unit performing its assigned missions.

(2) Internal Evaluation. Informal internal evaluations are a function of unit leadership whenever training is conducted, i.e., squad leader checks vehicle PMCS. Formal internal evaluation is conducted by the unit commander to learn the state of training proficiency of his unit. Internal evaluations show the commander the current status of his unit and the basis of remedial training. All field training should be internally evaluated.

(3) The key to effective training is comprehensive feedback in the form of either an informal on-the-spot critique or After-Action Review (AAR) and, if possible, immediate follow-on training to correct identified training weakness. Refer to FC 25-20, A Leader's Guide to After Action Reviews, for techniques on coaching and critiquing and how to conduct an AAR.

d. Formal Evaluation Frequency.

(1) Internal evaluation is a continuous process conducted by commanders and trainers within the unit and should be a part of unit training programs throughout the year.

FORSCOM Regulation 350-1

(2) The FORSCOM goal is that company/battery/troop-level external evaluations to ARTEP standards will be administered at least once every 18 months by a unit at least one, and preferably two, echelon(s) above the unit being evaluated.

(a) To provide flexibility to plan a training strategy that meets the specific needs of each unit, division or equivalent commanders may grant exceptions to the 18-month frequency of external evaluation to ARTEP standard guideline.

(b) Units who have participated in an operational mission or trained at one of the CTCs may be granted credit for an external evaluation to ARTEP standards by division or equivalent commanders. Commanders are responsible to separately evaluate those tasks on the METL that did not or could not be accomplished during the operation or at the CTC.

(c) Ideally, an external evaluation should be conducted early in a commander's tour. It will provide detailed evaluation feedback that will aid in developing the unit training program. Commanders are not required to assign a rating of satisfactory/unsatisfactory upon completion of ARTEP evaluation or report results to HQ FORSCOM.

(d) The first 0-6 MP Commander in the peacetime directed training association will be the granting authority for exception to ARTEP frequency and credit for external evaluations, for TRADOC-based FORSCOM Combat Support MP Companies.

e. The ARTEP relationship to Unit Status Report (USR). Conducting training/evaluation under ARTEP does not change the guidance for determining unit training T-level for USR purposes. Performance during ARTEP internal/external evaluations is only one of many factors for determining the unit training T-level reported on the USR. See AR 220-1 for further details.

f. Modification of ARTEP. Major unit (div/bde/regt) commanders may modify or add locally fabricated ARTEP training and evaluation outlines to adapt to local conditions and requirements for special or contingency missions; however, units should train and be evaluated on appropriate METL tasks and meet the minimum standards prescribed in the appropriate ARTEP.

3-7. Formal External Evaluation Guidelines

Formal external evaluations to ARTEP standards must be thoroughly planned and comprehensively carried out. The following principles are useful in planning and conducting such evaluations:

a. The controlling headquarters will be at least one, and preferably two, echelon(s) above the unit being evaluated.

b. Unit observers/controllers (O/C) will be from other than the leaders and key personnel of the evaluated units. The primary consideration for selection of an O/C should be his professional and technical qualifications. It is critically important to have O/Cs that know the doctrine in detail. Observers/controllers must be experienced and thoroughly knowledgeable in the doctrinal field manuals.

c. The scenario of the evaluation exercise will include events that will ensure total evaluation of unit mission performance. Tasks evaluated will consist of unit METL tasks identified by the evaluated unit commander and his chain of command. Tasks included in the unit's METL which do not have established training objectives will be formatted into task, condition, and standard for training and evaluation.

d. External evaluation should be a minimum of 72 hours in duration. However, evaluation period may be adjusted based on the number of tasks required.

e. The FORSCOM minimum goal for completion of an external evaluation is completion of 80 percent of the evaluated unit's METL to established standards (Rated either "T" or "P").

f. The maximum number of authorized personnel and equipment will participate in an evaluation.

g. Evaluation of support units may be conducted at a level below battalion for units that normally require interaction with others for valid and realistic training. An evaluation team should be provided for each evaluated unit.

h. All organic sub-elements of an evaluated unit should participate concurrently. Evaluations should include all support functions required for operations in a field environment. The CS and CSS elements normally available to the evaluated unit in a combat situation should participate in the external evaluation.

i. During external evaluations, O/Cs at all levels should concentrate on identifying training strengths and weaknesses of the evaluated unit. The detailed after-action report should specifically address training strengths and weaknesses observed during all phases in all units and sub-units evaluated. The ARTEP evaluation report should be in the hands of the evaluated unit commander within 15 days after the evaluation.

3-8. Training for Command Group and Staffs

a. Training of commanders and staffs is an important component of unit training programs. Such training includes orders drills, TEWTs, simulations supported MAPEX, CPX, and CFX and is supported by OPP and NCODP programs. Simulation supported training exercises should be a semi-annual training goal. Regardless of the mix and frequency of command and staff training exercises, command and staff proficiency is a prerequisite to more expensive field training exercises. Corps and corps equivalent commanders are responsible for ensuring effective command and staff training programs are established.

b. Command and staff simulations, JANUS, BBS, CBS, CSS/TSS and other simulations allow realistic, performance based command and staff training. Such training is available through corps and installation Battle Simulation Centers (BSC). Corps and installation commanders are responsible for managing BSC resources to allow all C2 units sufficient access to this resource.

3-9. Field Exercises

a. Commanders should emphasize "basics first" in the selection of the most effective and efficient training events in their training program. Commanders should execute individual/leader tasks and drills to standard before integrating these skills under realistic conditions during FTXs. Basics first apply to higher level leaders and staff as much as they do to small units and individual soldiers. When higher leaders and staffs are able to attain proper standards for their skills simultaneous with small unit training, then higher level collective training to standard will be achieved faster.

b. Commanders should use a "crawl, walk, run" process to conduct unit training. Low cost and low-risk collective training events (Individual/leader tasks and drills) should be properly executed before moving to more complex collective training events.

c. Lane training is an excellent training concept which stresses "basics first" methodology. Lane training is a technique for training primarily company team-level and lower echelons on a series of selected METL soldier, leader, and collective tasks. It enables commanders to control tasks, conditions and standards during the training. Key to the successful conduct of lane training is that it must be planned, supported, managed, and resourced by a higher level echelon to the unit being trained. For example, platoons would have their lane training event planned, supported, managed, and resourced by their battalion commander. This allows the

company commanders and platoon leaders to focus on execution of training to high standards. For more information, see TC 25-10, Leaders Guide to Lane Training.

d. The eight-step training model is a tool for the training manager. The eight-step training model provides leaders at all levels with a template to plan, execute and assess realistic training. Following the eight-step model results in training that is battle-focused, challenging, resourced, and executed in accordance with the commander's intent. Senior commanders should spot check throughout the training management cycle to teach, coach, and mentor their junior leaders through this eight-step model.

(1) Plan the training. This first step is the key to developing battle-focused training. Senior leaders should ensure junior leader's participation to assess and plan training because this gives them ownership of the training. Company training meetings should be used as the vehicle to accomplish this vital step.

(2) Train and certify leaders. Prepared leaders are critical to successful training. Leader training should be planned and resourced as a training event.

(3) Reconnoiter the training site. Trainers must ensure the training facilities support the plan. Training plans should be modified if they don't to avoid problems during execution and to effectively use limited resources.

(4) Issue the plan. Training plans must be battle focused and precisely layout responsibilities for trainers and trainees. Clearly defined commander's intent that provides the purpose of the training event allows maximum flexibility for trainer initiative.

(5) Rehearse. Rehearsals are essential to ensure trainers at all levels know the commander's intent, how he intends to execute the training, and what is expected of the trainers and trainees to minimize distracters at time of execution. Rehearsals, trainer certification, and reconnaissance of training sites should be on the training schedule and discussed at training meetings.

(6) Execute. Execute training as planned. Execution should be IAW the preset training goals and objectives. Commander oversight during this step ensures training conducted remains battle-focused. Assessment is key during this step of the model.

(7) Conduct After Action Reviews. The most essential step is to provide feedback to the trainee. Feedback should focus on determining 'cause and effect' relationships, deviations from established standards, and what decisions were made and why.

The trainer and trainee will then use this feedback to develop a plan and a contract on how to improve.

(8) Retrain. Training managers should build time into training events for retraining. Conduct retraining that is based on the feedback developed in the AAR. All tasks judged to be 'untrained' should be retrained immediately.

e. Field exercises at battalion and higher levels will emphasize combined arms training and will incorporate CS and CSS elements as much as possible. The FORSCOM minimum standard is to maintain battalion task force readiness commensurate with the authorized level of organization. Only when this assured should commanders add higher echelon field training exercises.

f. Battalion task forces should train in the field in a structured, supported exercise several times each year. Brigades should conduct at least one multi-battalion exercise annually, to include appropriate support elements. Divisions should strive to get the whole division support base in the field with one or more combat brigades at least once each year. Brigade and division exercises should be carefully designed to ensure that good training will be conducted within the participating battalion task forces concurrently with the exercise of divisional CS and CSS units and systems. The FTXs should emphasize continuous day and night operations. Scenarios will be developed which expose both commanders and troops to stress and fatigue and which impose realistic demands on combat, CS and CSS units. A realistic dirty battlefield environment to include using smoke to simulate battlefield obscuration and employing NBC in both offensive and defensive operations should be integrated.

3-10. Training Aids, Devices, Simulators, and Simulations (TADSS)

Nothing will ever replace the high state of combat readiness gained from performance-oriented, hands-on training, however, with the escalating cost of training resources (i.e., ammunition, POL, repair parts, etc.), TADSS should be used to the maximum extent feasible to enhance unit training strategies. [Information pertaining to the availability and use of TADSS, as identified in DA Pamphlet 350-38, can be obtained at the installation's Training Support Center \(TSC\).](#)

3-11. Combined Arms Live Fire Exercises

As a goal, live fire exercises through company team levels should be conducted annually. Live fire

exercises will not be conducted for the primary purpose of a demonstration.

3-12. Night Operations

a. The objectives of night operations are:

(1) To develop squads, platoons, companies, and battalions into effective teams capable of performing the full range of combat missions during darkness.

(2) To develop skill in the use of night vision devices and night firing proficiency with individual and crew-served weapons, to include the adjustment of fires, during darkness.

(3) To develop, evaluate, and refine administrative and logistical procedures, techniques, and capabilities of CS and CSS units during darkness (i.e., resupply, evacuation, maintenance, and administrative services).

b. The formula for attaining viable night fighting capabilities is simple - lots of good practice. During platoon, company and battalion field training, a good share of unit maneuver should be at night with daytime used for preparation, reconnaissance, and assembly area activities, including rest. Attachment of the normal CSS slice to combat/com-bat support units conducting night training or reverse cycle training is encouraged.

3-13. Opposing Forces (OPFOR)

Commanders will emphasize the use of OPFOR during field tactical training and evaluations for the necessary measure of realism that cannot be achieved through simulation. Aid in developing OPFOR training programs, contact CDR, 11th Armored Cavalry Regiment ATTN: AFZJ-AB-S, Fort Irwin, CA 92310-5000, DSN 470-5207/4350.

3-14. Air Defense Artillery

a. Combat Arms Training. Divisional Short-Range Air Defense (SHORAD) units will integrate training with combat arms units with support from combat support and service support units. Active and passive air defense, to include tracking and engagement of aerial targets with BSFV/Linebacker/Stinger, Avenger, automatic weapons, and small arms will be integrated where possible into field training exercises.

b. Identification Friend or Foe (IFF) training in SHORAD units.

(1) Train often on the very perishable skill of charging and programming the IFF system.

(2) Ensure the Moving Target Simulator reinforces IFF training of all Stinger personnel (not just skill level 1 and 2) aviation and USAF units.

Use organic Mark XII IFF gear on the Avenger and GBS/LSDIS, and Stinger Tracking Head Trainer.

(3) Train with organic IFF equipment at the NTC.

c. Annual Service Practice (ASP).

(1) All ADA batteries will conduct live fire at least annually. It is not necessary for all units to fire on the same exercise.

(2) Standards are specified in DA Pamphlet 350-38.

(3) Funding purposes, ASP is defined as ADA weapon system live fire conducted away from the unit's home installation.

(4) The FORSCOM units conducting ASP at Fort Bliss, USAACENFB Regulation 350-2 and 350-4 provide operation and support guidelines for conducting ASP. The regulations also provide evaluating checklists and rating schemes.

d. Joint Tactical Air Operations (JTAO) Interface training.

(1) The JTAO Interface is the interoperable linkage between the Services' Command, Control, Communications, and Intelligence (C3I) systems used for command and control of air operations (including air defense). This involves the use of Tactical Digital Information Links (TADIL) A/B/C/J, Interim JTIDS Message System (IJMS)/Adaptable Surface Interface Terminal (ASIT), Army Tactical Data Link 1 (ATDL-1), and standardized message formats such as U.S. Message Text Format (USMTF) to exchange C3I information among joint forces. This training is specified by MJCS-132-89, Training Responsibilities for the JTAO Interface Program. The purpose of this training is to increase overall U.S. force combat readiness and capability and ensure that the increased combat capability afforded by the JTAO interface is effectively employed in joint military operations.

(2) This training is applicable to ADA brigades, High-to-Medium Air Defense (HIMAD units), (Patriot Missile battalions), SHORAD units, Army Airspace Command and Control (A2C2) elements, and Battlefield Coordination Detachment (BCD). To participate in this training, these units will:

(a) Incorporate JTAO training and JTAO training materials in unit training programs.

(b) Participate in In-garrison Unit Training Program, as appropriate.

(c) Participate in Joint System Training Exercises (JSTE).

(d) Conduct JTAO interface training during Joint Field Training/Readiness Exercises.

(3) The FORSCOM's JTAO Branch, AFOP-JT, is available to assist in implementing and coordinating JTAO Interface Training. The AFOP-JT will provide JTAO training material and copies of the JTAO training material and copies of the JTAO Interface Training (when approved) to appropriate units.

3-15. Aviation

See Appendix G for aviation training guidance and requirements.

3-16. Military Police (MP)

Due to the unique stationing of MP units, Corps will establish peacetime directed training associations originating at the MP brigade level to insure proper planning/accomplishment of battle focused training. These alignments will establish oversight for MP specific training, planning, METL development/approval, training assistance, assessment, and technical MP doctrinal guidance. This does not grant additional operational control that is not currently established. However, this does extend the Corps MP brigade commanders training oversight to FORSCOM combat support MP companies stationed on TRADOC installations.

a. The MP Brigade commanders will provide training guidance/direction, assistance, assessment/evaluations (including ARTEP), and METL approval for all Corps aligned MP units. Additionally, MP Brigade commanders have training oversight for the following FORSCOM MP companies stationed on TRADOC installations:

III Corps/89th MP Brigade

463d MP Company, Fort Leonard Wood

978th MP Company, Fort Bliss

XVIII Corps/16 MP Brigade

209th MP Company, Fort McClellan

988th MP Company, Fort Benning

b. MP brigade commanders have the flexibility to establish brigade to battalion and battalion to company training alignments based on the commanders assessment/prerogative, unit stationing and WARTRACE.

3-17. Operations Security (OPSEC)

a. OPSEC Training. OPSEC training will be integrated into subjects to be addressed in the following order of priority:

(1) Signal Security. See Appendix H.

(2) Countersurveillance. See Appendix J.

b. OPSEC Surveys. Personnel who are members of OPSEC survey teams, whether as an additional duty or as part of their normal duties, will

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receive training in OPSEC surveys outlined in the JCS OPSEC Survey Planning Guide (U).

3-18. Force Protection

a. Force Protection (FP) is a comprehensive security program designed to protect soldiers, civilian employees, family members, facilities and equipment in all locations and situations. The FP program synchronizes the efforts of five security-related operations; law enforcement, physical security, information operations, combating terrorism and security of high risk personnel (HRP). FP protects against a spectrum of threats from computer hackers to common criminals to terrorists using weapons of mass destruction.

b. FP is an inherent command responsibility and must be fully integrated into every unit's mission. The Army's Risk Management process provides the basic principles for FP planning and execution.

c. Specific training requirements for FP are contained within the FORSCOM FP Operations Plan.

3-19. NBC Defense and Smoke Training

a. The FORSCOM NBC defense and smoke training goal is to prepare U.S. Army forces to survive and continue to operate effectively in an NBC and smoke environment.

b. Commanders should integrate battle task training in realistic battlefield NBC and smoke conditions whenever possible. The unit's ability to perform its Mission Essential Task List (METL) under NBC conditions is especially critical.

c. A key focus should be on collective NBC skills that include: reacting to and reporting NBC attacks, survey and monitoring of NBC hazards, and unit decontamination (operational and thorough). Refer to Paragraph 4-10, AR 350-1, for policy on Nuclear, Biological and Chemical Defense and Chemical Warfare Training.

d. Commanders should assess unit training readiness based on demonstrated proficiency to successfully accomplish unit and combined arms tasks in an NBC and smoke environment.

e. Key leader and staff NBC defense and smoke training can be significantly enhanced through the Battle Command Training Program (BCTP). BCTP seminars and WARFIGHTER exercises should drive requirements for staff planning/preparation, staff reaction to actual OPFOR NBC employment and continued unit operation in NBC and smoke environments in order to fully train unit leaders and staffs to survive NBC attacks and

sustain effective combat, combat support, and combat service support in NBC environments.

f. Unit commanders should take full advantage of Combat Training Center rotations to fully exercise individual and unit collective NBC defense skills and demonstrate unit proficiency in realistic battlefield NBC and smoke environments.

g. The unit (company, battery, or troop) NBC defense officer, noncommissioned officer (NBC), and enlisted alternate must have successfully completed the NBC Defense Course program of instruction developed by the U.S. Army Chemical School. This course may be taken at area or post NBC schools. Under the Total Army School System (TASS) Plan, the USAR Combat Support Bde/Bns will provide NBC Defense and Smoke Training in their respective AOR. Chemical officers (Branch 74) or chemical NCOs (MOS 54B) are not required to be graduates of the NBC Defense course.

h. Separate platoons and detachments are not required to have an NBC Officer or enlisted alternate. The unit to whom these elements are attached is responsible for NBC defense training of all attachments.

i. Individuals will not hold NBC positions at two levels simultaneously, for example, an assigned BN NBC NCO will not also be appointed HHC NBC NCO. Appointment orders are not required, but recommended.

j. NBC Schools The primary purpose of area NBC schools is to provide trained NBC personnel required by AR 350-1.

(1) Any FORSCOM installation/unit commander may organize and operate an NBC school IAW AR 350-1, chapter 4.

(a) An annual needs assessment will be conducted by all schools in accordance with AR 350-1.

(b) Frequency of courses will be decided by local requirements.

(c) Installations will determine the required staffing for operation in accordance with the assessments above.

(2) The appropriate USAR Division (IT) is authorized to organize and conduct NBC courses in their AOR through the TASS School Battalions. Coordination is also accomplished through the Regional Coordinating Elements (RCE) in each region.

(3) Only the approved TRADOC (U.S. Army Chemical School) POI will be used for conduct of the NBC Defense Course. Additional Skill Identifiers (ASI) 3R/C will no longer be awarded.

(4) Area schools may also conduct specialized courses in radiological monitoring, deconta-

mination, operation of chemical agent alarms, smoke operations, etc, to address specific units needs.

(5) Commanders will ensure personnel attend the area school closest to home station. Direct coordination for quotas and attendance is encouraged. Mobile Training Teams (MTT) from the proponent school or TASS School battalion should be used if distance between unit and TASS School Battalion is a prohibiting factor.

3-20. Stability Operations - Peace Operations

a. Training for peace operations should have minimal impact on a unit's primary wartime mission. An important requirement for success in military peace operations is the successful application of warfighting skills. Peace operations are not new missions and do not require major changes to unit METL, however, they require a better understanding of the environment in which they are conducted. Two missions of peace operations are peacekeeping and peace enforcement which are defined as follows.

(1) Peacekeeping: The prevention, containment, moderation and termination of hostilities between or within states, through peaceful third-party intervention organized and directed internationally, using multinational forces of soldiers, police and civilians to maintain peace. They take place with the consent of all major belligerent parties.

(2) Peace Enforcement: Military operations by sea, air or land forces as may be necessary to maintain or restore international peace and security, whether or not the belligerents are consenting to the intervention.

b. Peacekeeping: Units selected for peacekeeping operations normally require between 4 to 6 weeks of specialized training. Unit training programs should include:

- Nature of Peacekeeping
- Regional Orientation/Culture of Belligerents
- Negotiating Skills
- Mine/Booby Trap/Unexploded Ordnance Training
- Checkpoint Operations
- Investigation & Reporting
- Information Collection
- Patrolling
- Media Relations
- Perform Relief in Place
- Establish Lodgment
- Establish a buffer zone
- Supervise a truce or cease-fire

- Contribution to maintenance of law and order
- Assist in rebuilding of infrastructure
- Demilitarize cities or geographical areas
- Monitor boundaries
- Political Mandate(s)
- Rules of Engagement (ROE)
- Staff Training

Because a peacekeeping force may quickly lose its fighting edge, units should continue training on warfighting skills. This will enable units to be better prepared to transition from peacekeeping to peace enforcement operations.

c. Peace Enforcement: Peace enforcement forces will have to be trained differently than for peacekeeping operations. Peace enforcement missions are similar to actual combat missions but with tighter ROE. Unit training must be concentrated on platoon- and company-tasks. Peace enforcement operations normally involve more small unit operations than battalion-level or higher operations. Unit training programs should include the following individual, collective and specialty tasks:

- (1) Individual tasks:
 - Marksmanship
 - Identification of Mines & Handling
 - Procedures
 - UN Organization, Msns, & Background
 - Customs & Basic Language Phrases
 - Survival Skills
 - Observation & Reporting Procedures
 - Vehicle, Aircraft, Water Craft, Weapon, Uniform, & Insignia ID
 - Field Sanitation
 - ROE
 - Safety
 - Stress Management
 - First Aid & Evacuation Procedures
 - Terrorism Prevention Skills
 - Reaction to Hostage Situations
 - Physical Security
 - Peacekeeping Skills (Negotiation & Mediation)
 - Land Navigation/Range Estimation
 - Handling of Detainees
 - RTO Procedures
- (2) Collective tasks:
 - OP/CP Operations (Observe & Report)
 - UN Reporting Formats
 - Slingload Operations
 - Mounted & Dismounted Patrolling
 - TOC Operations
 - Patrolling in Urban Terrain

- (3) Specialty tasks:
 - Combat Lifesaver
 - Field Sanitation Specialist
 - Generator Operator
 - Vehicle Operator
 - Mail Handler

d. Situational Training. Units will encounter situations during peace operations for which they are not normally trained. Commanders should develop situational training exercises (STX) to prepare their soldiers for unexpected problems. Commanders must prepare appropriate responses to situations for their soldiers that express the commander's intent for the operation. These responses should be turned into battle drills in order for the unexpected situations to become routine operations for the soldier. The following are examples of situations that can be used to develop STXs:

- Appeals are received for medical assistance.
- Civilian criminal is apprehended.
- Crowd mobs food distribution truck or center.
- Land mine is discovered.
- Sniper fires.
- Dead body is found.
- UN relief worker requests transportation on military vehicle(s).
- A soldier is taken hostage or kidnapped.
- Convoy encounters a belligerent check-point.
- News media arrive and begin asking questions of soldiers and photographing in the above situations.

3-21. Maintenance

a. Good maintenance is a basic part of good units, but it does not happen by accident. Equipment must be maintained to support training. Technical Manual (TM) 10/20 Preventative Maintenance Checks and Services (PMCS) are the single maintenance standard for the total Army. This standard applies in peacetime, in wartime, and when transferring equipment. The FORSCOM units and soldiers must train to maintain the PMCS standard. Maintenance training requires the same careful planning, resourcing, and aggressive action as other types of training. Field maintenance must be performed as needed, not deferred until return to garrison.

b. In order to ensure effective and efficient maintenance to support training, the Quality of Maintenance Strategy was formulated from many

initiatives generated throughout FORSCOM. There are eight principles in this strategy:

- (1) DIAGNOSIS FIX VICE REPLACE
- (2) DISCRIMINATING OIL ANALYSIS
REMEDICATION
- (3) BETTER AUTOMATION
- (4) COST EFFECTIVE ANALYSIS
DEPOT VS LOCAL
- (5) DOL/HEMCO OPTIMIZATION
- (6) INNOVATIVE CONTRACTING
- (7) MORE RELIABLE PMCS
- (8) EFFECTIVE MINOR COMPONENT
MAINTENANCE

Discriminating oil analysis remediation translates into finding out precisely what is wrong before putting a major component into the depot system for repair that ties in with the first principle of diagnostics. Better automation means getting a handle on all major and minor components on the installation to ensure that readiness standards are kept up while more "in-house" work is done to avoid depot level maintenance. Commanders should strive to do as much maintenance work as possible on the installation that means using cost-effective analyses and maximizing the use of DOL and HEMCO assets.

3-22. Maintenance Unit Training

a. The purpose of the training deployment to the Equipment Maintenance Center-CONUS (EMC-C), Camp Dodge, IA, is to improve the companies training readiness through multi-echelon technical training. The company commander will determine and establish training goals for this deployment. The staff of the EMC-C will assist the commander in attaining those technical training goals consistent with Army Maintenance Doctrine, Doctrine for General Support (GS) Maintenance Company operation and the SOPs of the EMC-C. The GS maintenance units should train at Camp Dodge at a minimum of every four years. For assistance in scheduling training at Camp Dodge, call the Equipment Maintenance Center-CONUS at DSN 946-2982. Schedules are developed at least two years prior to training.

b. Non-divisional direct support (DS) maintenance companies may also deploy to the EMC-C for the purpose of improving the training readiness of those companies in the same manner specified for GS maintenance companies. The training focus for non-divisional DS maintenance companies at the EMC-C is toward Company Direct Support Maintenance Operations. Non-divisional

DS maintenance company commanders utilizing the EMC-C will establish training goals for those deployments in the same manner specified for GS maintenance companies. While the focus is on non-divisional DS companies, the EMC-C will work with divisional DS companies on a case by case basis. Further information may be obtained by contacting FORSCOM Deputy Chief of Staff for Logistics and Readiness, AFLG-L, DSN 367-5612.

3-23. Off-Post Training

Commanders of AC units are authorized to schedule and conduct training on other installations or training areas to improve individual proficiency and unit effectiveness in varied environments. The following specific requirements apply:

- a. All types of off-post training.
 - (1) Training must have a direct and essential bearing on mission-related unit readiness.
 - (2) There must be responsiveness to assigned special mission and contingency plans.
 - (3) Ready reaction forces will not be moved away from home station without approval from HQ FORSCOM.
- b. Except for off-post training at the NTC and JRTC, direct communication between CONUS installation commanders is authorized for joint use of training facilities.
- c. All units and activities desiring off-post training at the NTC and JRTC will require approval on proposed activities and dates of desired usage from CDR, FORSCOM, ATTN: AFOP-TRC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 (RCS exempt, AR 335-15, para 7-2c). This requirement does not preclude informal coordination with NTC and JRTC for detailed planning.
- d. Installation commanders are authorized direct communication with non-U.S. Army agencies for scheduling off-post training at other than U.S. Army controlled sites. Requirements for use of this type real estate will be coordinated with the appropriate district engineer office for acquisition under AR 405-10, paragraph 2-10 (RCS exempt, AR 335-15, para 7-2c).
- e. The CONUS-based AC units desiring to conduct training in Alaska, Puerto Rico, Hawaii, or any other OCONUS area outside FORSCOM geographic limits will request approval for such training through CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

3-24. Reciprocal Unit Exchange Training (RUET) See Appendix D

3-25. Joint Training Exercises (JTX)

Policy and procedures governing planning and participation in JT's are in FORSCOM Regulation 350-5.

3-26. Deployment Training

a. As the heart of America's power projection army, it is critical for FORSCOM units to execute deployment training often and to standard. Deployment training for mobilization, as well as other contingencies, should be integrated into combat, CS, and CSS, and non-deploying installation support units' activities throughout the training year. Deployment training should include such events as: load planning, verification of Unit Movement Data (UMD) accuracy, alert procedures, POM activities, rail/sea/air outloading, issue and receipt methods and Reception, Staging, Onward Movement, and Integration (RSO&I) for Army War Reserve prepositioned equipment. Deployment training and procedures should be included during each unit movement and lessons learned dissemination after all training. FORSCOM Regulation 525-2, Emergency Deployment Readiness Exercises, provides a basis for testing plans and procedures for deployment of forces in support of contingency plans, OPLANS, and crisis situations.

b. Each company, battalion, or brigade with short notice emergency deployment contingency or wartime (M to M+30) will conduct an annual alert, assembly, and loadout. An off-post deployment is not essential, but is desirable.

3-27. Language Training

Commanders will provide sufficient command emphasis and resources to ensure that all assigned linguists are trained to at least level 2 proficiency in their listening and reading skills and, for HUMINT linguists, speaking skills. Foreign language proficiency must be viewed as a readiness issue rather than as a low priority training problem. Linguists must be capable of performing their critical HUMINT and SIGINT duties immediately upon deployment. Commanders must develop an effective Command Language Program which supports the intensive training needs of all assigned linguists in both global and job specific language skills. The Total Army Language Program provides the

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resources needed to hire instructors, purchase language training aids and equipment, and provide immersion and refresher training opportunities.

3-28. Training for Medical Personnel

a. MOS proficiency training in United States Army Medical Command (USAMEDCOM) hospitals and medical treatment facilities (MTF).

(1) All enlisted personnel organic to divisions, separate brigades, or separate medical units to include MTOE hospitals, with an MOS in the AMEDD career management field, must be placed in temporary duty with the local MTF for MOS proficiency training annually for a period not less than 45 days and not to exceed 90 days. (Requests for deviation to length of training may be justified and should be addressed to FORSCOM, ATTN: AFMD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for approval.)

(a) Medical personnel to be placed in the training program will be determined by the FORSCOM unit commander in coordination with the USAMEDCOM commander of the local MTF.

(b) The training period will include formal instruction and hands-on-training relative to the individual's duty MOS (this is not part of the USAMEDCOM "borrowed military manpower" program).

(c) MOS proficiency training will include weak areas as identified by the individual's commander.

(d) The FORSCOM medical unit commander and the USAMEDCOM commander of the respective MTF are responsible for formal instruction and supervision.

(2) The total number of individuals to be on proficiency training at the MTF at any given time will be determined by the unit commander, mission and installation general support commitments, as well as the capability of the MTF to provide the level of medical proficiency training desired.

(3) The MOS proficiency training will not be interrupted except in case of emergencies. Plans for field exercises and unit ARTEP evaluations should be developed well in advance to prevent unnecessary interruption of the training cycle.

b. Medical personnel should be integrated into external evaluations and field training exercises with major external training areas being the optimal medical training opportunity.

3-29 FORSCOM Petroleum Training Module (FPTM), Joint Training Module (JTM) and

FORSCOM Centralized Salt Water Purification Training Site (FCSWPTS) Program

a. Forces Command DCSLOG serves as the Army Executive Agent for POL and Water Training; the 49th QM Group, Fort Lee, VA serves as FORSCOM's Executing Agent.

b. Training is scheduled in two-week increments and is conducted by a civilian contractor(s) at Fort Pickett/Story VA. The training cycle for the FPTM is from April through October and the FCSWPTS conducts training April through November. The 49th QM Group is responsible for establishing unit rotation schedules for the Water/POL training sites and confirming unit rotation schedules at the Pre-Camp conference held annually at Fort Story/Pickett.

c. The FPTM and JTM was established at Fort Pickett, VA for Quartermaster (Petroleum Pipeline and Terminal Operation) and Engineer (Petroleum Pipeline Construction) Companies to provide a means for FORSCOM units to train on the Inland Petroleum Distribution System (IPDS). The IPDS is an operational project stock and not issued to units as organic equipment.

d. The JTM is stored at Fort Pickett and is available upon request to support major exercises. The JTM provides the necessary Petroleum equipment that will typically represent the majority of missions where IPDS will be deployed. Army Petroleum Units must submit a request to the 49th QM Group for use of this equipment. Normally, exercise funding will be programmed to pay the costs associated with the loan, use, repair and return to package configuration. Programming these funds is outlined in AR 350-28.

e. Forces Command provides water purification training at the FCSWPTS at Fort Story, VA. This site provides specific training opportunities at a surfside location for the MOS 77W Water Purification Specialist. Training is also available on the 600 GPH ROWPU, Tactical Water Distribution System, Storage and Distribution System. Additional training of the 63J Chemical and Quartermaster Equipment Repairman is provided to enhance and improve MOS skills on the 3K ROWPU, 600 GPH ROWPU, 125 GPM Pumps, 350 GPM Pumps, Hypochlorinators, 30KW and 60KW Generator Set.

f. Mobile Training Team(s) (MTT) can be contracted upon written request. Units desiring the MTT are responsible for providing specific Statements of Work and funding support to their supporting contract office. Training available

through the MTT include specialized home station and assistance training for the 77W, 63J and 92Y, environmental training using the Multi-Functional Modular Fluid Filtration System (MMFFS) and Reticulated-Electro Chemical Oxidation Paks (RECOR PAKS), operation/ maintenance on the military Water Purification Units (ROWPU), Storage and Distribution Systems. Further information and draft statements of work may be obtained by contacting U. S. Army Forces Command, AFLG-LSE, DSN: 367-6703/5370.

3-30. Training for Contingency Contracting Personnel

a. The mission for all contingency contracting officers (CKO) and Procurement NCOs (KNCO) assigned to FORSCOM is to train and be fully qualified to deploy worldwide to accomplish its contracting mission. Most FORSCOM CKOs and KNCOs are serving in their initial procurement assignment making their training critical to their successful mission performance. When not deployed, CKOs and KNCOs at corps and division level will be placed in a contingency contracting section (CCS) at the COSCOM/DISCOM level under the control of the senior CKO assigned. They will perform their daily duties at the installation's Directorate of Contracting (DOC) to train and learn skills necessary to perform independently during deployments. Individual Training Plans (ITP) for CKOs and KNCOs should adhere to the following principles:

- (1) The training must facilitate early warranting and certification of officers for immediate deployments. Upon arriving to unit, CKOs must first complete all mandatory schools and training necessary to perform simplified acquisition procedures.

- (2) Training in the DOC must be performance oriented - not time based. The time a CKO spends in any particular section should depend on the individual and his ability to grasp the concepts and procedures.

- (3) The CKOs must be assigned tasks that will specifically prepare them for contracting in a contingency environment.

- (4) Deploying as members of a contracting team on contingencies, Smaller Scale Contingency Operations (SSCO), training exercises, humanitarian operations, etc., must be an integral part of the training plan.

b. The ITP outlined in contracting information letter (CIL) 97-18 documents the training agreement and outlines a recommended

training program for CKOs. (See **Appendix B**, Contingency Contracting Officer, Individual Training Plan (ITP) for example) This document delineates responsibilities, identifies the training periods, and outlines in detail the formal and informal training agenda which ultimately leads to the appointment of the officer as a warranted contracting officers. The ITP is a mandatory requirement for the training of all Functional Area 97 (FA97) or 51C officers.

3-31. Training for Active Component Unit Ministry Team Personnel

a. The FORSCOM Chaplain has staff responsibility for training and preparing UMTs for mobilization and deployment. Additionally, the FORSCOM Chaplain will:

- (1) Develop, monitor, and evaluate training requirements for Active Duty, ARNG, and USAR chaplains and chaplain assistants.

- (2) Implement, monitor, and evaluate the FORSCOM responsibility for UMT Training.

- (3) Conduct the mandatory Annual FORSCOM Senior Leaders' Training.

b. Commanders, in conjunction with Installation Staff Chaplains, ensure that UMTs have the tactical and technical proficiency necessary to provide religious support on the battlefield. Commanders are also responsible for ensuring that chaplains and chaplain assistants are properly equipped to carry out their mission both tactically and in the garrison environment.

c. Installation Staff Chaplains, USARC, CONUSA chaplains will:

- (1) Implement a comprehensive professional development training plan for all chaplains on the installation.

- (2) Appoint a chaplain training manager.

- (3) Publish an annual training plan incorporating corps, division, and brigade training plans and ensure staff coordination for integration in the Command Plan.

- (4) Provide regular monthly training for chaplains at the installation.

- (5) Involve RC chaplains in installation training.

- (6) Actively participate in the Regional Training program.

- (7) Provide a summary and status of UMT professional development training completed on their respective installations.

d. Chaplain Professional Development Training. Commanders are responsible for support-

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ing and resourcing training which builds on previously acquired skills that equip chaplains to function as professional clergy. This training is mandated by the Department of the Army Chief of Chaplains.

e. **Spiritual Fitness Training.** The Spiritual Fitness Training Program of the Army addresses the full spectrum of moral concerns involving the profession of arms and the conduct of war. The program focuses on national values and distinctive Army core values. Spiritual Fitness Training is the Commander's tool to address ethical and spiritual issues which positively or negatively affect command climate. Examples of Spiritual Fitness Training include: suicide prevention awareness training, sexual harassment prevention training, family life ministry, multi-cultural ministry training, stress management and counseling, ethics training, and religious education. The following principles must always be inherent in Spiritual Fitness Training:

(1) The Commander is responsible for providing the necessary resources that will enable the unit chaplain(s) to conduct this type of training.

(2) The Chaplain is the Commander's staff officer responsible for conducting the program.

(3) The Unit Training Officer has the responsibility of ensuring that Spiritual Fitness classes are integrated into the training schedule.

(4) Chaplains should attend their unit Quarterly Training Brief.

f. Chaplain functional and senior supervisory training is necessary for the proper mentoring and training of subordinate chaplains and chaplain assistants. The Annual FORSCOM Chaplain's Senior Leader Training Program and the Chief of Chaplains Annual Workshops are primary vehicles for ensuring that this type of training takes place. In addition to these DA and MACOM training opportunities, the Chaplaincy has instituted other mandatory training programs at the Army Chaplain Center and School such as the Division, Installation, Training Manager, Resource Manager and Pastoral Coordinator Courses. Commanders at all levels are expected to provide funding and/or other resourcing for this training.

g. The FORSCOM Chief UMT NCO, in conjunction with Installation Chaplain Assistant supervisors, ensures that battle tasks necessary for UMT survivability and mobility on the battlefield are properly trained. The fundamentals of chaplain assistant training are:

(1) The MOS 71M requires skills in combat survival, human relations, administration, funds

management and specialized support operations at battalion, brigade, division, corps, and installation.

(2) Chaplain Assistant training is mission directed and provides the skills and knowledge necessary to function successfully in positions requiring progressively greater responsibility.

(3) Chaplain Assistant training complements chaplain training so that UMTs at all levels are equipped to accomplish appropriate parts of the Chaplaincy's mission.

(4) Chaplain Assistant UMT Training is conducted by units, installations, MACOMs and the OCCH to meet changing mission requirements. A minimum of 8 hours per month of MOS specific and/or professional development training, in addition to unit training is required.

h. Since doctrine requires the UMT to operate uniquely in contingency operations, chaplain and chaplain assistants will be trained and licensed to operate tactical vehicles.

i. Commanders of Joint Commands are responsible for determining requirements for joint training and ensuring that their requirements are submitted to the Services and Joint Staff. The requirements are submitted to FORSCOM and tasked to subordinate elements.

3-32. Equal Opportunity Training

a. Commanders will incorporate EO training into the unit's overall training plan. The DA Pam 350-20, Unit Equal Opportunity Training Guide, and TC 26-6, Commander's Equal Opportunity Handbook are tools that may assist commanders in developing required training.

b. Commanders will conduct mandatory unit EO training twice a year. This training will be documented on the unit's training schedule and on individual soldier records. Documentation must include type of training, instructor, date, time and length of training, roster of attendees, and issues covered in the session.

c. Training topics and methodology must be current. Occasionally, different issues will be of local or Army-wide importance and require special emphasis and attention by unit commanders. Unit training will be interactive and discussion based. Training topics should focus on, but not limited to the following:

- Objectives of the Army EO program.
- Army and local command policies on EO issues.
- Objectives of Affirmative Action Plans (AAPs).
- Indicators of EO problems (appropriate behaviors).

- The impact of discrimination on mission accomplishment.
- EO complaint procedures and the EO complaint system.
- Identifying, preventing, and eliminating racial and ethnic discrimination and sexual harassment.
- Individual responsibilities concerning equal opportunity and the prevention of sexual harassment.
- Communicating across differences.
- Unit climate assessments.

d. The chain of command (Commanders, First Sergeants, civilian supervisors, and others) will be present and participate in unit EO sessions. EOAs will also attend and participate in all EO training.

e. Consideration of Others (Co2) program will be implemented down to company level units throughout each command. Unit Co2 programs will be patterned after the Military District of Washington's CO2 program. Key focus areas to be assessed:

- Ethical Development - Individual & Organizational
- American Military Heritage
- Quality Individual Leadership
- Team Building
- Equal Opportunity
- Gender Issues
- Family Concerns
- Health, Safety, and Drug & Alcohol Abuse

f. Commanders will brief the following at the Quarterly Training Brief (QTB)/Yearly Training Brief (YTB).

- Type and dates of human relations training conducted by the unit since last QTB/YTB.
- Type and dates of human relations training scheduled for the unit before the next QTB/YTB.
- The number of EOAs/EORs required, authorized, on hand and the training they have completed or scheduled prior to next QTB/YTB.

- Date last command climate survey conducted and date next command climate survey scheduled.

3-33. Specialized Training

Appendixes D-J provide direction on specialized training for FORSCOM units. Specifically, the appendixes include guidance on airborne/air movement training, air-ground operations training, electronic warfare, special environmental training (jungle).

3-34. Amphibious Training

Amphibious training is available for those units and individuals requiring it, IAW AR 350-1, Chapter 4. Requests for this type of training should be forwarded through the chain of command to HQ FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

3-35. Reserve Component Training

Policy and procedures governing RC Training are in FORSCOM/ARNG Regulation 350-2.

APPENDIX A

References

AR 5-13	Training Ammunition Management System, (Cited in para 2-4b)		19j, 3-19j(1), 3-19j(1)a, and 3-30)
AR 59-4	Joint Airdrop Inspection Records/Malfunction Investigations and Activity Reporting	AR 350-10	Management of Army Individual Training Requirements and Resources
AR 59-9	Special Assignment Airlift Mission Requirements	AR 350-28	Army Exercises, (Cited in para 2-1h)
AR 105-2	Electronic Countermeasures (ECCM), Electronic Warfare susceptibility and vulnerability	AR 380-28	Department of the Army Special Security System
AR 105-3	Reporting Meaconing, Intrusion, Jamming, and Interference of Electromagnetic Systems	AR 380-40	Policy for Safeguarding and Controlling COMSEC Material
AR 105-5	Electromagnetic Cover and Deception	AR 381-3	Signals Intelligence (SIGINT)
AR 105-86	Performing Electronic Countermeasures in the United States and Canada	AR 381-12	Subversion and Espionage Directed Against The US Army
AR 115-10 Army	Weather Support to the US Army	AR 381-19	Intelligence Dissemination and Production Support
AR 165-1	Chaplain Activities in United States Army, (Cited in para 3-28)	AR 381-20	U.S. Army Counterintelligence (CI) Activities
AR 190-40	Serious Incident Report	(C) AR 381-141	Intelligence Contingency Funds
AR 220-1	Unit Status Reporting, (Cited in para 3-6e)	AR 385-40	Accident Reporting and Records
AR 220-55	Field Training and Command Post Exercises	AR 525-13	The Army Force Protection Program, (Cited in para 3-18)
AR 335-15	Management Information Control System	AR 525-21	Battlefield Deception Policy
AR 350-1	Army Training & Education, (Cited in paras 1-1, 2-1a, 2-10a, 3-2i, 3-2j(1), 3-3f, 3-5, 3-19c, 3-	AR 525-22	Electronic Warfare
		AR 525-20	Command and Control, Countermeasures (C3CM) Policy
		AR 525-25 (JAR)	Responsibilities for Tactical Air Control Parties
		AR 530-1	Operations Security
		AR 604-10	Military Personnel Security Program

DA Pam 351-4	US Army Formal Schools Catalog	FM 34-10-2	Intelligence and Electronic Warfare Equipment Handbook
FC 25-20	Leader's Guide to After Action Reviews, (Cited in para 3-6c(3), (Cited in paras 3-2i, and 3-19j(1))	FM 34-25-1	Joint Surveillance Target Attack Radar System
FM 10-500-1	Airdrop Support Operations in a Theater of Operations	FM 34-25-3	All Source Analysis System (ASAS) and the Analysis and Control Element (ACE)
FM 22-102	Soldier Team Development, (Cited in para 3-2h(6))	FM 34-35	Armored Cavalry Regiment and Separate Brigade IEW Operations
FM 23-9	M16A1 and M16A2 Rifle Marksmanship, (Cited in para 3-3a)	FM 34-36	Special Operations Forces Intelligence and Electronic Warfare Operations
FM 24-2	Spectrum Management	FM 34-37	EAC IEW Operations
FM 24-18	Tactical Single-Channel Radio Communications Techniques	FM 34-40 (S)	Electronic Warfare Operations
FM 24-2	Communications-Electronics Management System (CEMS)	FM 34-43	RECCE-J Multiservice Procedures for Requesting Reconnaissance Information in a Joint Environment
FM 25-100	Training the Force (Cited in paras 1-3l(9)a, 1-3o(13)a, 2-1b, 2-7b(1) and 3-2h(6))	FM 34-54	Battlefield Technical Intelligence
FM 25-101	Battle Focused Training, (Cited in paras 1-3l(9)a, 1-3o(13)a, 2-1b and 3-2h(6))	FM 34-60	Counterintelligence
FM 31-20	Doctrine for Special Forces Operations (U)	FM 34-80	Brigade and Battalion IEW Operations
FM 34-1	Intelligence and Electronic Warfare Operations	FM 34-81	Weather Support for Army Tactical Operations
FM 34-2	Collection Management and Synchronization Planning	FM 34-81-1	Battlefield Weather Effects
FM 34-2-1	TTP for Reconnaissance and Surveillance and Intelligence Support To Counter-Reconnaissance	FM 34-130	Intelligence Preparation of the Battlefield
FM 34-8	Combat Commander's Handbook on Intelligence	FM 55-9	Unit Air Movement Planning
		FM 55-10	Movement Control in a Theater of Operations
		FM 55-12/AFM 76-6	Movement of Units in Air Force Aircraft
		FM 57-220	Static Line Parachuting Techniques and Training

FORSCOM Regulation 350-1

FM 100-27/ AFM 2-50	US Army/U.S. Air Force Doctrine For Joint Airborne and Tactical Airlift Operations	MJCS-132-89	Training Responsibilities for the JTAO Interface Program, (Cited in para 3-14d(1))
FR/ARNG 350-2	Reserve Component Training in America's Army, (Cited in para 3-31)	NSA/CSS Circular 40-1	Cryptologic Training
FR 350-4	Active Component/Reserve Component Training Association Program, (Cited in para 1-6a)	STP 21-1-SMCT	Soldiers Manual of Common Tasks Skill Level 1, (Cited in para 3-2k(2))
FR 350-5	Joint Training Exercises, (Cited in para 3-24)	STP 21-24- SMCT	Soldiers Manual of Common Tasks Skill Levels 2-4, (Cited in para 3-2k(2))
FR 525-2	Emergency Deployment Readiness Exercise (EDRE), (Cited in paras 2-6 and 3-25a)	TC 5-400	Unit Leader's Handbook for Environmental Stewardship, (Cited in para 2-19b)
DA PAM 350-38	Standards in Weapons Training (Cited in paras 1-3l(9)e, 1-3o(13)e, 2-4c, 3-3b, c, e, f, 2-4c and 3-14c(2))	TC 25-10	Leaders Guide to Lane Training (Cited in para 3-9c)
DOD 4515.13R	Air Transportation Eligibility	TC 31-19	Military Free-Fall Parachuting Tactics, Techniques, and Procedures
DOD Directive 5210-70	Cryptologic Training	TM 10-500-7	Airdrop of Supplies and Equipment, Airdrop Recovery Procedures
DODPM	Department of Defense Military Pay and Allowances Entitlements Manual	ACCR 55-18	Tactical Demonstrations, Aerial Reviews, Static Displays
JCS MOP 2	Implementation Procedures for the Agreement Between the United of States and Russia on the Prevention Dangerous Military Activities, (Cited in para 3-32b)	ACCR 55-26	Joint Live Fire Training Opera- tions--Tactical Fighter/Recon- naissance/Airlift/Special Operations
JCS Pub 1	Dictionary of United States Military Terms for Joint Usage (Short Title: JD). Conduct of Live Fire Phases of Joint Training Exercises. Standing Operation Procedures for Joint Operations and Training Exercises.	ACCR 55-44	Tactical Air Control System (TACS) Surveillance and Control of Tactical Air Operations
JCS Pub 3.0	Doctrine for Joint Operations	ACCR 55-45	Air Force Component Headquarters and Tactical Air Control Center Operations
Joint Pub 4.04	Mobility System Policies, Procedures and Considerations	ACCM 55-46	Tactical Air Control System (TACS) Direct Air Support Center/Tactical Air Control Parties
		ACCM 55-60	Tactical Air Control System (TACS) Tactical Control

ACCP 55-51 Tactical Air Control Party Handbook

ACCP 50-20/ TRADOC TT 17-50-3 Joint Air Attack Team (JAAT) Operations, 30 April 1979

ACCP 50-22/ TRADOC TT 6-20-7 Forward Air Controller/Fire Support Team (FAC/FIST) Operations, 29 June 1979

AFM-67-1 USAF Supply Manual

AFR 205-1 Information Security Program

Federal Avn Reg, Vol 6 Part 105 Parachute Jumping (Available through Government Printing Office)

AFM 75-1 Transportation of Material

AMCR 3-3 Combat Control Team Operations and Procedures

AMCP 50-13 Training AMC Affiliation Program

AMCR 55-25 Airlift Control Element (ALCE)

AMCR 55-141 C-141 Strategic Airlift Operations

Other required manuals:

AMCR 55-2 C-5 Airlift Operations

To 1C-5A/8-9 Loading Instructions (C-5A)

To 1C-141B-9 Loading Instructions (C-141)

To 1C-130A-9 Loading Instructions (C-130)

FM 100-5 Operations

FM 100-7 Decisive Force: The Army in Theater Operations

FM 100-15 Corps Operations

FM 100-16 Army Operational

FM 71-100 Division Operations

APPENDIX B

Contingency Contracting Officer, Individual Training Plan (ITP)

1. Name of Trainee _____

2. Date Plan Started _____

3. Position Contingency Contracting Officer

4. Purpose. To provide intense, systematic and performance oriented training for contingency contracting officers and NCOs to allow them to demonstrate their competence on the critical tasks required by a deployed contingency contracting officer in support of contingency, peace keeping, and humanitarian operations; training exercises and other Smaller Scale Contingency Operations (SSCO).

5. Concept. The progression of the CKO through this program is performance based. The length of time required will vary depending on previous experience, courses completed prior to starting the program, and training distracters. The Purchasing, Contracts, and Contract Administration Divisions will conduct most of the training. Specialized contingency contracting training which prepares a CKO to contract OCONUS, in a contingency environment, will be conducted by the Contingency Contracting Section during specialized training time determined by the section chief. In order to be fully trained, CKOs will deploy at least annually to do contracting under contingency conditions.

a. Phase 1. Complete required Defense Acquisition University (DAU) courses listed below, demonstrate mastery of the tasks listed below, and be warranted to execute contractual documents within the simplified acquisition threshold, and unlimited authority to issue delivery orders against existing contracts.

b. Phase 2. Complete required DAU courses and demonstrate mastery of the tasks required to be Level 2 Certified and warranted to execute contractual documents up to \$500,000.

6. The CKO will successfully complete the following DAU courses as part of Phase 1.

	<u>Date Completed</u>
a. Contracting Fundamentals (CON 101)	_____
b. Contract Pricing (CON 104)	_____
c. Government Contract Law (CON 201)	_____
d. Contingency Contracting (CON 234)	_____
e. Simplified Acqui Fundamentals (PUR 101)	_____
f. Operational Level Simpli Acqui Fun (PUR 2)	_____

7. The CKO will successfully complete the following DAU courses as part of Phase 2.

	<u>Date Completed</u>
a. Intermediate Contracting (CON 211)	_____
b. Intermediate Contract Pricing (CON 231)	_____

8. RESPONSIBILITIES

a. Director of Contracting.

(1) Exercises overall responsibility for the training and development of the military officer and NCO.

(2) Approves the ITP. Reviews semi-annually in conjunction with the OER/EER Support Form (DA Form 67-8-1)/NCOER (DA Form 2166-7).

b. Division Chiefs.

(1) Assign tasks to facilitate CKO's successful performance of the tasks listed in this plan.

(2) Monitor the officers/NCOs progress.

c. DOC Training Coordinator. Request school quotas.

d. CKOS.

(1) Master tasks and successfully complete DAU courses IAW this plan.

(2) Maintain this ITP and obtain appropriate signatures as needed. Include progress on this ITP on OER Support Form (DA Form 67-8-1) / NCOER (DA Form 2166-7).

9. COORDINATION AND CONCURRENCE

Signature (Officer)

Signature (Rater)

Typed Name (officer)

Typed Name (Rater)

Title

Title

Date

Date

FORSCOM Regulation 350-1

SEMI-ANNUAL REVIEW

1st Review (6 Months)

Signature (Officer)

Signature (Rater)

Typed Name (Officer)

Typed Name (Rater)

Contingency Contracting Officer
Title

Director of Contracting
Title

Date

Date

2nd Review (12 Months)

Signature (Officer)

Signature (Rater)

Typed Name (Officer)

Typed Name (Rater)

Contingency Contracting Officer
Title

Director of Contracting
Title

Date

Date

Purchasing Division Training Plan (Phase 1)

Name of Trainee: _____

Period: _____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Review supply requirement for completeness	_____	_____
Review service requirement for completeness	_____	_____
Review specifications for completeness	_____	_____
Make corrections to PR in SAACONS	_____	_____
Add vendor to SAACONS	_____	_____
Maintain vendor in SAACONS	_____	_____
Justify soliciting only one source	_____	_____
Determine if service is non-personal	_____	_____
Determine if commodity is a commercial item	_____	_____
Determine if commodity is available from UNICOR	_____	_____
Determine if commodity is available from GSA	_____	_____
Determine if lease versus purchase analysis is required/valid	_____	_____
Determine applicable Standard Industrial Code (SIC)	_____	_____
Prepare DA Fm 2579 Small Business Coordination Form	_____	_____
Prepare SF 98 Notice of Intention	_____	_____
Synopsise when required or process thru Electronic Data Interface (EDI) which ever is applicable for the situation	_____	_____
Evaluate Request For Quotations	_____	_____
Determine price reasonableness when soliciting only one source	_____	_____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Prepare contract award documents	_____	_____
Select appropriate clauses	_____	_____
Prepare amendment and modification	_____	_____
Prepare DD FORM 350	_____	_____
Prepare DD FORM 1057	_____	_____

FORSCOM Regulation 350-1

Prepare DD FORM 250 _____

Orally solicit a purchase request _____

Prepare a Not to Exceed purchase order _____

Prepare a BPA _____

Place an order against a BPA _____

Conduct credit card training _____

Perform setup, appointment and
termination of credit card holder and AO _____

Conduct ordering officer training _____

Appoint, supervise and terminate an
ordering officer _____

Process a ratification of an unauthorized
commitment _____

Demonstrate understanding of funds _____

Resolve a claim valued at less than
\$100,000 _____

Date of Certification _____

Signature of Division Chief _____

Contract Administration Division (Phase 1)

Name of Trainee: _____

Period: _____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Prepare a delivery order against an indefinite delivery contract	_____	_____
Track fund obligations under an indefinite delivery contract	_____	_____
Perform contract file management	_____	_____
Prepare a unilateral modification to a contract (administrative change)	_____	_____
Prepare a unilateral modification to a contract (change order under changes clause)	_____	_____
Prepare a unilateral modification to a contract (change under clause other than changes)	_____	_____
Train a COR	_____	_____
Appoint, supervise, and terminate a COR	_____	_____
Terminate a contract for convenience	_____	_____
Terminate a contract for default	_____	_____
Perform contract close-out	_____	_____

Date of Certification _____

Signature of Division Chief _____

FORSCOM Regulation 350-1

Contracts Division Training Plan (Phase 2)

Name of Trainee: _____

Period: _____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Evaluate requirements package for completeness	_____	_____
Select and justify method of contracting (Describe the various factors bearing on the use of sealed bidding versus negotiation, full and open competition versus other than full and open competition, market surveys and other contract file documents.)	_____	_____
Establish acquisition milestones	_____	_____
Prepare a justification and approval (J&A)	_____	_____
Coordinate and review best value evaluation factors	_____	_____
Properly structure CLINs for Section B	_____	_____
Participate in solicitation preparation for service and supply	_____	_____
Obtain legal review of solicitation	_____	_____
Prepare synopsis for Commerce Business Daily (CBD)	_____	_____
Assemble solicitation package	_____	_____
Amend solicitation	_____	_____
Orally solicit a requirement	_____	_____
Open bids / receive proposals and abstract them	_____	_____
Evaluate bids or offers	_____	_____

Task	<u>Date Completed</u>	<u>Initials</u>
Get minor irregularities corrected	_____	_____
Select competitive range	_____	_____
Prepare pre negotiation memorandum	_____	_____
Prepare Pre Business Clearance Memorandum	_____	_____
Conduct discussions	_____	_____
Record and distribute results of discussions	_____	_____
Receive, record, and evaluate BAFOS	_____	_____
Handle a pre award protest	_____	_____
Handle a post award protest	_____	_____
Prepare Post Business Clearance Memorandum	_____	_____
Make cost / price reasonableness determination	_____	_____
Make responsibility determination	_____	_____
Prepare contract award documents	_____	_____
Obtain legal review of contract documents	_____	_____
Execute contract award	_____	_____
Make and record contract distribution	_____	_____
Notify unsuccessful bidders / offerors	_____	_____
Debrief offerors	_____	_____
Synopsise contract award	_____	_____

Date of Certification_____

Signature of Division Chief_____

FORSCOM Regulation 350-1

Support Division Training Plan (Phases 2) (Cost & Pricing)

Name of Trainee: _____

Period: _____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Perform price analysis	_____	_____
Perform proposal evaluation for different types of contract	_____	_____
Evaluate Independent Government Cost Estimate	_____	_____
Evaluate unsolicited proposals	_____	_____
Understand Blanket Wage Determination	_____	_____
Coordinate with DCAA for Field Pricing Support	_____	_____
Perform SRB and BCM board duties	_____	_____

Date of Certification _____

Signature of Division Chief _____

Contract Administration Division Training Plan (Phase 2)

Name of Trainee: _____

Period: _____

<u>Task</u>	<u>Date Complete</u>	<u>Initials</u>
Review solicitation and proposed award and participate review boards	_____	_____
Monitor contractor performance	_____	_____
Supervise a Contracting Officer	_____	_____
Representative and Quality Assurance Evaluator	_____	_____
Participate in disputes and appeals resolutions as required	_____	_____
Determine contractor compliance with labor laws	_____	_____
Review contractor property control plan IAW FAR	_____	_____

Date of Certification _____

Signature of Division Chief _____

APPENDIX C

Army Modernization Training

C-1. General

Army Modernization Training (AMT) has been developed to ensure that units receive the required transitional training that is necessary to initially deploy and then sustain Army Modernization Reference Data (AMRD) systems. The Army Distance Learning Program (ADLP) enhances AMT through new and displaced equipment training, and force modernization sustainment training. The AMT includes---

a. New Equipment Training (NET): This training includes the initial transfer of knowledge on the operation of new equipment from the materiel developer to the user and those that provide support. NET is not a substitute for institutional training. It is conducted to train unit cadre and support personnel.

b. Displaced Equipment Training (DET): Displaced equipment identified in the AMRD as that being replaced by the modernization process and scheduled for transfer to other units. Displaced equipment can often generate a separate training requirement.

c. Doctrine and Tactics Training (DTT): The DTT provides guidance to commanders, staff, leaders, and operators on how to employ new force modernization systems and is a component part of NET. Normally, DTT is integrated into the conduct of NET and is provided by the combat developer. It is the key to understanding the new equipment and its use on the battlefield. Commanders must ensure that cadre attend DTT as they must train their subordinates.

d. Force Modernization Sustainment Training (FMST) is a joint effort by the materiel provider, combat developer and the unit to ensure that effective training programs exist to sustain unit training. The FMST in this Appendix focuses on FORSCOM NET/DET/DTT. Upon completion of NET/DET/DTT, it is the commander's responsibility to sustain training. To assist the commander, the NET/DET teams will provide the unit training materiel upon departure from the installation.

C-2. Responsibilities

a. The Deputy Chief of Staff for Logistics and Readiness (DCSLR) has overall FORSCOM proponents for AMT. The DCSLR will---

(1) Designate FORSCOM staff proponents for individual AMT responsibilities.

(2) Monitor NET.

(3) Coordinate NET issues with HQDA, other MACOMs and FORSCOM installations.

(4) Monitor, assess, and recommend appropriate actions to support the fielding on non-AMRD systems during new equipment fielding.

(5) Review AMRD Systems New Equipment Training Plans (NETP) and provide comments to the DCSOPS.

(6) Provide representation at semi-annual TSWG meetings/conferences.

b. The Deputy Chief of Staff for Personnel and Installation Management (DCSPIM) will---

(1) Review NET plans and provide comments to the DCSLR.

(2) Review personnel plans, policies and programs to ensure that they will support AMT personnel requirement.

c. Installations

(1) Review NETP/DETP and provide comments to DCSLR FORSCOM.

(2) Provide installation support to NET/DET Teams (NETT/DETT) as required.

(3) Ensure that all ammunition as outlined in the appropriate NETP and consumables are forecasted and available to support NET/DET.

(4) Ensure the availability and stabilization of personnel receiving training.

(5) Provide installation centralized repositories for training packages furnished by NETT/DETT.

(6) Budget for NET/DET as outlined in system NETPs.

(7) Monitor AMT and provide after-action reports to the NETT and DCSLR FORSCOM.

C-3. Policy

In addition to the policies outlined in AR 350-35, the following FORSCOM policy applies:

a. The AMT within FORSCOM will be integrated into the unit's long- and short-range training plans.

b. Location of unit, system complexity, density of equipment, time between First Unit Equipped (FUE) and required Initial Operational Capability (IOC) and unit readiness must be considered when developing AMT plans.

c. The train-the-trainer concept will be used to the maximum within FORSCOM. When confronted with constrained resources, training managers will initially concentrate on providing training to cadre, leaders and maintenance personnel.

d. Training managers should use Distance Learning (DL) to extend scarce training resources and achieve training goals where feasible.

C-4. AMT Planning

a. The NET/DTT/FMST planning is the joint responsibility of the materiel provider, combat developer and FORSCOM. This planning process begins early in the system life cycle. The FORSCOM role is to review the initial training plan as early as possible.

(1) Upon receipt of a materiel developer or combat developer request to review NET/DTT/FMST documents, FORSCOM staff proponents will ensure the widest staff and field input possible.

(2) Planning considerations, as outlined in AR 350-35, will be used as a guide. In addition, installation-unique differences will be considered and commented upon.

(3) Installations will appoint a single AMT point of contact to assist commanders in the planning and execution of AMT.

(4) Installations will review appropriate New Equipment Training Plans (NETP) via Army

Modernization Training Automated System (AMTAS) to ensure that installations training requirements are confirmed.

(5) Headquarters, FORSCOM will consolidate field input prioritize requirements, and furnish input to the materiel provider.

b. The DET. Selected displaced equipment, as outlined in the AMRD, may generate a training requirement. Upon notification that the unit will displace equipment, the commander must analyze the expertise within the command to successfully employ the system. If there is insufficient knowledge or experience, a DETP must be prepared. These plans are similar to NETP and should be reviewed prior to any detailed training. The DET must be planned and executed as NET. Resources available to the commander for DET are---

- (1) The TRADOC Institutional Training.
- (2) Exportable Training Packages.
- (3) Army Correspondence Courses
- (4) Mobile Army Training Teams.
- (5) The AMC Logistics Assistance Offices.
- (6) Other FORSCOM Units.
- (7) The DETT.

APPENDIX D

Reciprocal Unit Exchange (RUE) Program

D-1. Background

The RUE Program is authorized under the Arms Export Control Act, Title 22, United States Code, Section 277a, and is regulated by AR 12-15, Joint Security Assistance Training Regulation. Its purpose is to enhance cooperation, develop interoperability, and foster unit relationships between the U.S. Army and its allies. Exchanges are governed by Memoranda of Agreement (MOA) between the U.S. and respective allied armies. Currently, MOAs exist with Canada, Germany, and the United Kingdom. Details differ between MOA, and these are explained in separate paragraphs, below.

D-2. General

a. The RUEs involve platoons or companies exchanging between like units for two-six weeks. Exchanges are based on the principle of reciprocity, i.e., the mutual exchange of comparable (rather than exactly equal) training related support. The RUEs typically involve the exchange of a like number of soldiers for a like period of time. Foreign soldiers training in the U.S. are considered to be replacing American soldiers, while the same applies to Americans training with an allied army.

b. Ideally, the exchange is conducted simultaneously, to allow units to share aircraft, e.g., U.S. aircraft flies U.S. unit to foreign station, and brings allied unit to U.S.; allied aircraft returns U.S. unit to home station, and picks up own soldiers. When training calendars do not allow this, exchanges may, with the concurrence of both parties, take place at different times. In this event, the exchange must take place within a 12 month period, in order for reciprocity to be effective.

c. The number of exchanges to be conducted each year is governed by the availability of funds and units in each country. The process of developing the program for each FY is as follows:

- (1) Forces Command receives bids from allied armies.
- (2) Forces Command passes consolidated training opportunities to the three corps HQs.
- (3) Corps HQs coordinate with MSCs, and pass consolidated corps bids to FORSCOM.
- (4) Forces Command staff consolidate, coordinate and deconflict corps bids, and issues FY RUE program.

(5) Direct liaison between exchanging units to coordinate training, dates, and transportation details.

(6) Unit submits after action report, via chain of command, within 30 days of completion of the RUE.

c. Exchanges for Reserve Component units are coordinated by HQDA, National Guard Bureau or Office of Chief of Army Reserve, as applicable.

D-3. Specific Instructions

a. The type of training to be conducted will be as mutually agreed upon by the two units conducting the exchange. Host unit commanders will ensure that exchange personnel undergo the necessary refresher, operator, maintenance, and/or safety instruction, as appropriate to the training.

b. When appropriate, training schedules should include unit social events, and tours of historic and cultural sites. Prior to deployment, commanders should consider including country briefs as part of unit preparations. Military Intelligence (MI) battalion personnel may be able to assist.

c. Exchange units will not participate in combat operations, or civil-military actions, without the express permission of the parent government.

d. Exchange personnel will normally travel with personal uniforms and equipment only. Weapons and unit equipment will only be brought if mutually agreed to and if authorized by the host state.

e. Exchange personnel will not exercise command, nor have disciplinary powers over personnel of the host army. Control of exchange units by the host army, for the purpose of agreed upon training, is permitted. Discipline will remain the responsibility of the parent army.

f. The provisions of the NATO Status of Forces Agreement (SOFA) dated 19 June 1951, applies to forces of NATO countries on exchange. In particular, exchange personnel will be subject to the concurrent jurisdiction of their parent army and the civil courts of the host country. Exchange personnel will not take part in any political activities pertaining to the host country.

g. Exchange personnel will comply with the military regulations, orders, instructions and customs of the host army, insofar as they are appropriate, and consistent with the regulations of the parent army.

h. Cancellation, postponement, or substitution of an exchange must be coordinated between FORSCOM and the allied army.

i. Parent armies are responsible for ensuring that exchange personnel are medically and dentally fit prior to the RUE. Personnel will be granted access to host country medical and dental treatment to the same extent granted to host country soldiers. Reimbursement will be as detailed for each country at paragraphs D-4, D-5, D-6, and D-7 below.

j. Exchange personnel will have patronage and purchasing privileges at military commissaries, exchanges, theatres and clubs on the same basis as equivalent personnel of the host army.

k. Commanders of U.S. Army installations may authorize qualified foreign military personnel to ride in or parachute from U.S. aircraft, provided their parent army authorizes them, and have undergone appropriate U.S. Army refresher training.

l. Reconnaissance or advance parties, of up to three personnel are authorized, as mutually agreed between the exchanging units.

m. All exchange personnel must be in possession of applicable military identification cards and discs (tags).

n. Exchange personnel are subject to the security regulations and disclosure policies of the host army.

o. The host nation is responsible for providing meals and accommodations free of charge, to exchange personnel. If available, allied enlisted ranks should be accommodated in mobilization or RC barracks. This should prevent problems, during simultaneous exchanges, with foreign soldiers occupying rooms allocated to U.S. personnel. Officers and senior NCOs are to be accommodated free of charge, in appropriate bachelor or visitor quarters.

p. Units/installations with allied Liaison or Exchange Officers should consider using these personnel to facilitate initial contact with respective allied armies.

D-4. United Kingdom (UK)

a. The MOA with the UK calls for three RUEs annually, for four weeks each: an infantry company, an armor company or artillery battery, and a parachute infantry company.

b. Visit clearances are not required for the movement of exchanging units.

c. The parent army will be responsible for reimbursing the host army for any medical or dental expenses incurred.

d. While in the UK, U.S. exchange personnel will be under the administrative supervision of the U.S. Military Attache, American Embassy, London.

D-5. Canada (CA)

a. The majority of FORSCOM's RUEs are scheduled with CA; traditionally 6-10 a year, for 4-6 weeks each. Combat arms, combat support, and combat service support units may participate in the program.

b. Medical and emergency dental care will be provided free of charge by the host force in the same manner, and to the same extent that such care is provided to its own members.

c. Cross-border movement requests will be submitted to CDR FORSCOM, ATTN: AFOP-OT, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 per AR 525-16.

d. Most Canadian units can be reached by telephone on the DSN system.

D-6. Germany (GE)

a. The MOA with GE calls for two company RUEs a year, of three weeks each. The type of units to be exchanged each year will be set by mutual agreement between FORSCOM and the GE Army, two years in advance.

b. The MOA also applies to the U.S./GE Mobilization and Interoperability (MIX) Program. The MIX calls for the reciprocal exchange of two-man teams (officer and senior NCO) between signals, field artillery, air defense, aviation, engineer, armor and infantry units. The MIX exchanges are for two weeks at a time, and do not have to be simultaneous. The program is managed similarly to the RUE program, and is subject to the regulations detailed in this instruction.

c. Medical and dental services will be provided without cost in accordance with the agreement between the Department of Defense of the USA and the Federal Minister of Defense of the Federal Republic of Germany Concerning Health Care for Members of the Armed Forces and their Dependents, dated 8 April 1992. Military aero-medical evacuation will be provided on a reimbursable basis.

d. Country clearance is only required for reconnaissance parties, not for the deployment of main bodies, or MIX teams.

e. Most GE kasernes have limited laundry facilities. United States units should, therefore, either make special arrangements with their GE hosts beforehand, or arrange to have laundry done at a local U.S. Army garrison.

f. While in GE, U.S. exchange personnel will be under the administrative supervision of the Chief, International Affairs, ODCSOPS, 7th Army

FORSCOM Regulation 350-1

Training Command, USAREUR (DSN 475-8449/GE COML 9641-83-8449).

D-7. France (FR)

a. A SOFA and a MOA are being developed with FR. Details will be promulgated upon receipt at HQ FORSCOM.

b. While in FR, U.S. Exchange Personnel will be under administrative supervision of the U.S. Military Attaché, American Embassy, Paris, 011-33-1-43-12-27-60.

D-8. Finance

a. Forces Command funds transportation on U.S. aircraft to and from OCONUS locations, including ground transport to and from the U.S. APOE. Once the annual RUE program has been approved, FORSCOM will provide OMA (Mission) funding to applicable installations. Funds will be allocated by [organizational](#) Management Decision Package (MDEP), and identified against specific exchanges.

b. Units/installations are responsible for costs directly associated with training and supporting the allied unit, on the basis that it is temporarily replacing the U.S. unit. In order to avoid embarrassment, it is important to maintain the principle of reciprocity between the services provided to U.S. units by foreign armies, and those provided to foreign units at U.S. installations. Forces Command will, therefore, fund the costs of supporting allied exchange personnel, above those services normally provided for U.S. soldiers (e.g., gifts, mementos). Installation resource management personnel should utilize OMA (Support To Other Nations) funding for these requirements.

c. Due to limited currency exchange facilities abroad, U.S. personnel should arrange to buy foreign currency prior to departure from home station. This applies both for personal funds, and for cash needed to pay for services in the host country.

d. RUE OMA funds are not to be used to pay for rations during RUEs. Bulk rations (regardless of

who eats) are purchased using MPA Special Open Allotment 4N2A.100 as contained in DFAS-IN Manual 37-100-99. Full fund cite is 21*2010 01-12** P4N2A.10 **** PAMP S*****. A typical RUE does not normally involve collection from the foreign government because it has been predetermined that the U.S. Army's training costs and the foreign government's training costs will offset each other so no money will exchange hands. However, there may be particular exchanges under the RUE program where foreign exchange military personnel will pay for meals and collection would be required. If collection is required, payment would be deposited into the MPA reimbursement account, 21*2010 01-C-F00 P4N2A..00 S99999 IAW DFAS-IN Manual 37-100-99.

D-9. After-Action Reports (AARs)

The AARs are to be forwarded to HQ FORSCOM, ATTN: AFOP-TRX, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, not later than 30 days after the completion of the RUE. After-Action Reports are RCS exempt: Army Regulation 335-15, para 5-2e(7). The AARs should include the following information:

- a. United States and foreign unit designations and number of personnel participating
- b. Dates of the exchange
- c. Summary of training conducted, by both units, and assessment of training benefits
- d. Problems encountered
- e. Detailed breakout of costs
- f. Recommendations, if any, for improving future exchanges

D-10. Point of Contact (POC)

The FORSCOM HQ POC for exchange programs is the [PFP/Combined](#) Training Action Officer, [Joint and Combined Exercise](#) Branch, Training Division, [DCSOPS](#), AFOP-TRX, DSN 367-5478, COML (404) 464-5478, FAX 6130/7710.

APPENDIX E

Joint Airborne/Air Transportability Training

SECTION I

Airborne/Air Transportability Training

E-I-1. General

This Appendix provides guidance and prescribed policies and procedures governing:

- a. The conduct of Airborne, Aerial Resupply (AR), and Air Transportability Training (ATT).
- b. Requests to use airlift support for training.
- c. Army support of Air Force training.

E-I-2. Applicability

This Appendix applies to all FORSCOM units and activities. Exceptions will be considered individually.

E-I-3. Definitions

Terms used in this chapter are according to JCS Pub 1-02, Department of Defense Dictionary of Military and Associated Terms; JCS Pub 0-2, Unified Action Armed Forces (UNAAF); and AR 310-25, Dictionary of United States Army Terms. Terms in this chapter which may have various interpretations are clarified as follows:

a. Joint Demonstration. Any jointly sponsored activity such as an air show, firepower demonstration, airborne or airmobile assault, or other tactical operation of short duration involving elements of more than one service, specifically scheduled and performed for a spectator group such as high ranking officers, VIP's, or students of military schools and colleges. Routine joint training activities witnessed by casual observers are not considered joint demonstrations.

b. Joint Airborne/Air Transportability Training (JA/ATT). Training operations or exercises involving Army and appropriate U.S. Air Force airlift units.

(1) Missions authorized under the JA/ATT program are:

- (a) Airdrop of personnel and cargo, to include basic airborne qualifications jumps.
- (b) Assault airland operations.
- (c) Static load training for units specifically tasked to perform air transportability missions.

(d) Joint development or certification of new and modified equipment or operational procedures.

(e) Combat support training. Examples include flare drops, leaflet drops, unconventional warfare activities and joint airborne communications and command post employments.

(f) Other missions as agreed to by Commander AMC/and the supported commander.

(2) Missions not authorized under the JA/ATT program:

(a) Unilateral Army Training using airlift primarily as a mode of transportation from one location to another.

(b) Point-to-point air transportation not involving airdrop or assault airland operations (except KC-10 heavy fly away).

c. Point-to-Point Airlift. Any mission other than the above six categories (b(1)(a) through b(1)(f)) will be considered "point-to-point" administrative airlift and will be processed routinely through transportation channels. Using units will fund "point-to-point" transportation airlift operations.

d. Affiliation Training.

(1) The Air Mobility Command (AMC) Affiliation Program is designed to bring about mutual understanding of mobility requirements and to foster professional management of associated assets. The liaison at the working level promotes this through staff visits, formal classroom training, staff seminars, and joint participation in mobility exercises. Pre-planning and early identification of airlift requirements and potential problem areas resulting from these activities provide the best environment for U.S. Forces to respond to global crises.

(2) The AMC Affiliation and JA/ATT programs are separate; however, one clearly complements the other. Thus, the majority of affiliation training should be done together with scheduled JA/ATT missions.

e. Unprogrammed Requests. Any request for airlift in support of joint training which was not presented and approved at a JA/ATT workshop or not submitted by suspense dates.

f. Minimum Training Requirement. The training required to maintain the minimum acceptable standards of combat readiness. This includes USAF tactical qualification and

continuation training required by AMC aircrews to keep a combat ready status.

g. Local Commander. Battalion commanders or commanders of comparable size units are considered local commanders.

E-I-4. Joint Airborne Training Support

The following summary of directives and publications pertains to the assignment of airlift in support of joint airborne training.

a. The JA/ATT (para E-1-3(b) above) is funded by the USAF and managed by the Air Mobility Command (AMC). Point-to-point transport/administrative travel airlift will be routinely processed through transportation channels as a Special Assignment Airlift Mission (SAAM) IAW AR 59-9. Requests for commercial transportation will not be submitted until all actions to obtain military airlift are exhausted.

b. The AMC airlift aircraft are allocated to support joint exercises and training. Deployment and redeployment must be conducted under simulated tactical conditions to improve the combat ready status of participating units.

c. Each training request for JA/ATT aircraft is evaluated for compliance with Department of Defense Directive 4515.13-R and AR 350-41 and prioritized IAW JCS pub 4-04 by AMC and FORSCOM representatives at the JA/ATT allocation workshop. These missions are as follows:

- (1) Airdrop of personnel and cargo.
- (2) Assault operations by airborne troops or air transportable units.
- (3) Loading exercises and associated short, local orientation flights. (All facets of air movement including departure and arrival airfield control groups should be exercised during this type of training).

d. The JA/ATT program involves a fixed number of flying hours made available to support joint training. The C-130, C-141, and C-17 aircraft are the primary airdrop training aircraft. The C-5, C-141, C17, and KC-10 aircraft are used for static load training. The C-5 can also do heavy and personnel airdrop.

e. Air National Guard (ANG) and Air Force Reserve (AFRES) aircraft assets also support joint airborne training activities. The C-130, C-141, and C-5 aircraft are available from these Air Reserve Forces (ARF). Air Reserve Forces accept primarily

those missions which help their training posture and are within their capabilities in terms of airframes and mandays.

f. Air Mobility Command (AMC) KC-10 aircraft assets are also available through the JA/ATT program. They are used for static loading and flyaway missions. Flyaway missions are in conjunction with a C-141, C-5, or C-17. The KC-10 provides training opportunities similar to those of commercial wide body aircraft. The AMC funds the KC-10 but the user is responsible for funding the movement of the wide body loader, if necessary.

g. Confirmation of Airlift Support.

(1) Headquarters, AMC TACC (XOBC), Scott AFB, IL, publishes a monthly appendix to AMC OPOD 17-76. **Appendix 1** to **Annex C** lists all approved JA/ATT missions for the applicable month.

(2) Distribution of Air Force OPOD items is made to all users or activities concerned. Publication of missions in AMC OPOD confirms mission support and approval by HQ FORSCOM. Requesting units normally will not be otherwise notified by FORSCOM of action taken upon request except when requests cannot be satisfied. **Appendix 1** to **Annex C** to the AMC OPOD will be made available to all users on the HQ AMC TACC JA/ATT Home Page by AMC at least 20 days before the operating month missions are to be flown.

h. Allocation changes: Aircraft allocation for joint training requirements, once approved, will not be increased except as approved by FORSCOM in coordination with AMC. Adjustments in sorties, times, in-place requirements, loads, and units supported will be approved by FORSCOM in coordination with AMC. Changes will be kept to an absolute minimum to prevent disruption of previous schedules and lessen impact on support of units. The only change to a mission that can be made by user/supporter is ± 1.5 hours IPT/TOT adjustments. All other requests for changes will be submitted via the internet on the HQ AMC TACC JA/ATT Home Page web site. Follow instructions for submitting these requests as given on the web site. Changes must include adequate justification and will be submitted as far in advance as possible to ensure adequate consideration. Changes must include adequate justification and will be submitted as far in advance as possible to ensure consideration. Format for E-mail message traffic to include request changes are available on the JA/ATT Web page and must be followed.

SECTION II

Air Transportability Training

E-II-5. Training Requirements

a. Units will conduct air transportability training, as required, for unit proficiency according to assigned unit missions, and standard operating procedures.

b. Units will keep an air transportability qualified cadre as specified by major unit (division or higher) or installation commanders. Cadre must be qualified by experience in air movement operations or by attendance at appropriate service school courses.

(1) Individual cadre members appointed as Unit Movement Officers (UMO/Assistant UMO) under FM 55-12 will attend the airlift planners course conducted by their affiliated AMC unit (see paragraph E-II-7). This training will be documented so as to allow qualification to move with the individuals when PCS'd. Personnel selected as UMO/Assistant UMO will have a minimum one year retainability in the position.

(2) Unit cadre must be able to plan, organize, and conduct air movement training or operations for the unit concerned.

(3) The DTO/ITO will keep a roster of all UMO/assistant UMO, ensure assignment prerequisites are met, and ensure trained individuals are monitored.

c. All major tactical units will include the techniques and procedures of aerial resupply in their training programs. Training will include request procedures, drop zone selection and markings, and recovery of airdropped equipment and supplies. Aerial resupply should be integrated, where possible, into all field training exercises.

E-II-6. School Training

United States Army Transportation School, Fort Eustis, VA and the USAF Air Mobility Operations Course, Fort Dix, NJ provide specialized training in air transportability procedures and mobility operations. Maximum advantage should be taken of these courses of instruction within authorized attendance quotas. Headquarters, Forces Command (AFOP-TRI) controls school quotas for Army Officers and NCOs to attend the USAF Air Mobility Operations Course.

E-II-7. Affiliation Training/Joint Training

a. Objectives of the Air Mobility Command (AMC) Affiliation Program:

(1) To provide a joint training program designed to enhance the ability of U.S. forces to plan and execute a rapid and efficient movement by air.

(2) Establish a liaison between the airlift manager and the moving agency to optimize airlift planning and execution.

(3) To develop a mutual understanding and appreciation of the complexities of both air movement and the unit's activities to prepare for that movement.

(4) To promote joint training in airlift mobility procedures, thereby enhancing the capability for an immediate response to contingency airlift requirements.

b. Procedures.

(1) Training should be scheduled so that it is mutually acceptable to the units concerned. Training will be requested/scheduled by coordination between the FORSCOM unit and the AMC wing. The DTO/ITO or the DCSPIM Air, in coordination with the TALO, is responsible for this training. A specific single point of contact to coordinate/control all affiliation load planner training will be established for each installation. For training to be used efficiently, all requests for load planner training must be coordinated with the single point of contact.

(2) Mission, size, combat ready status, and contingency commitments will dictate the frequency of training. If concerned agencies agree, at least four sessions will be scheduled annually, hosted at brigade level and higher. The majority of classroom training will, if possible, be followed by static loadings. Guidance to all agencies involved will be published by each installation.

c Activities. The following are suggested affiliation program events essential for an effective program:

(1) New Affiliations. All requests for affiliation with a AMC unit under this program will be sent to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Approved new affiliations will be initiated by letter from the AMC, NAF or wing to the FORSCOM unit.

(2) Command Visit. Following the letter, formal contact through the command sections will be made to exchange orientation briefings. Follow-on visits will be made annually or after a change of command. Representatives of the AMC organization executive staff will conduct an affiliation briefing for the FORSCOM unit staff, in compliance with AMC Regulation 55-25.

FORSCOM Regulation 350-1

(3) Staff Visit. A staff orientation briefing, available for presentation to **G-Staff** members, unit commanders, unit movement officers/NCO's and departure/arrival airfield control group personnel, will be conducted by the AMC unit where requested.

(4) Other Visits. Staff planning seminars are convened as required, by mutual agreement of affiliated units. The requirements of FM55-12/AFR 76-6 should be reviewed.

(5) Classroom Training.

(a) The classroom permits the exchange of information in an informal, working level environment. The depth and quality of information presented is directly proportional to the capability and performance of the participants. Training must be presented so that the benefits and the practical application are mutual. For this reason, only individuals in, or programmed for, UMO/assistant UMO or transportation duties at Battalion level or above should be selected to attend the Airlift Planners Course. Company level and equivalent personnel should attend the Equipment Preparation Course.

(b) The Air Load Planners Course will indoctrinate unit movement officers and supervisory personnel in planning and executing a joint combat airlift operation. Personnel attending the course must have at least one year left on the job. The course is about 40 hours long, conducted at the FORSCOM unit's home installation by the affiliated AMC Airlift Control Squadron (ALCS) loadmasters. An examination will be given, and an AF Form 1256 (Certificate of Training) issued upon successful completion. The course will include, but not limited to the following:

- Brief History of Airlift Operations
- AMC Structure/Organization
- AMC Aircraft Inventory (capabilities/limitations)
- Safety (planning, on/off loading, inflight)
- Transported Force Responsibilities (load preparation, documentation, hazardous cargo requirements, etc)
- Airlift Control Squadron (ALCS) Organization and Interface
- Weighing and Marking of Vehicles and General Cargo
- Aircraft Weight and Balance
- Load Planning
- Shoring
- Manifesting (cargo/passengers)
- Palletization
- MHE
- Joint Inspection

Marshalling

(c) Equipment Preparation Course will indoctrinate personnel in the preparation of unit equipment for deployment on airlift aircraft. The course is about 16 hours long and includes the items listed above except Aircraft Weight, Balance and Load Planning.

(d) The DTO/ITO will insure personnel selected to attend training courses meet minimum prerequisites and are released from all unit details during this training.

(e) The DTO/ITO or **G-3** Air will be the single point-of-contact at the unit/installation to insure the following items, as a minimum, are provided to the affiliated AMC wing ALCE loadmaster instructor during both types of affiliation training:

Classroom	Chalkboard
Projector - 16mm with screen	Student Desks
Viewgraph - overhead	Lectern
Projector - 35mm slide carousel	Attendance
<i>Blackout Curtains</i>	<i>Rosters</i>

(f) Each AMC wing will host an annual affiliation conference to resolve any outstanding problem areas which may have arisen in the affiliation program. Representatives from each FORSCOM affiliated unit will be invited. Maximum participation of affiliates is encouraged.

(g) An AMC Affiliation Program Managers Conference will be held at least annually. The FORSCOM headquarters will represent all FORSCOM units. The primary purpose of the conference is to discuss/resolve problems within the affiliation program as perceived by Army, Navy, Marine Corps, and Air Force affiliates.

(h) A list of current affiliates and type of alignment can be obtained by written request to HQ AMC/DOOM, 402 Scott Drive, Scott AFB, IL 62225-5363, or telephonically, DSN 576-3393 or commercial (618) 256-3393.

SECTION III

Airborne Training

E-III-8 General

a. This section pertains to individual parachute qualification courses.

b. Parachute duty incentive pay provisions and entitlements are in Part II, Chapter 3, DODPM, and Part II, Chapter 3, Section B, AR 37-104-3. Criteria for the designation of parachute duty positions are in applicable TOE.

c. Except in cases of emergencies, only qualified active and reserve component parachutists occupying designated parachute duty positions or bonafide parachute trainees, can make military parachute jumps from aircraft in flight. However, permissive static line parachute jumping is designed to allow experienced parachutists to maintain proficiency for future parachute duties. Permissive parachute jumping (PPJ) may be authorized at the discretion of the Commander exercising General Court-Martial Authority. The approval authority will provide HQDA (DAPE-MPE) with a copy of the Permissive Parachute approval document and maintain continuous accounting of personnel on permissive jump status. The following requirements must be met prior to approval of PPJ:

(1) Personnel must have had three cumulative years of previous parachute duty.

(2) Personnel must receive jump refresher (if no parachute jump has been performed within six months) and pre-jump training prior to being manifested for permissive jumps.

(3) Personnel will be manifested on a space available basis only and will not increase the flying hour program or other resource programs. (To perform PPJ, RC personnel must do so during attendance at authorized assembly, e.g., UTA/MUTA, AT, ADT, or AGR tour.)

d. Other information applicable to permissive parachute jumping:

(1) Permissive requests for general officers and promotable colonels of all components will be processed through General Officer Management Office (GOMO) for approval by the Vice Chief of Staff. Requests should include date, place, number of requested jumps, type of aircraft, purpose, date of last refresher training and establish a clear operational necessity for jumping.

(2) Requesting soldiers must conform with medical provisions of AR 40-501. Approval authority may consider pass/failure of APFT and meeting height/weight standards as indicators of fitness for permissive parachuting.

(3) No hazardous duty orders may be issued.

(4) Injuries received under permissive parachute status are in line of duty.

(5) For rating purposes (Senior/Master Parachutist), permissive parachute jumps qualify.

(6) The HQDA office of primary responsibility (OPR) for permissive parachute jumping is DAPE-MPE-DR, DSN 227-2403/1012.

e. Commandants of airborne training activities may require qualified parachutists on parachute status or parachute trainees to make military

parachute jumps from military aircraft or parachute training towers, provided:

(1) Such parachute jumps are necessary to perform an assigned military duty.

(2) Such parachute jumps are made from military aircraft or parachute training towers, which are designed for and properly equipped for the safety of parachutists.

f. Army aviation personnel on flying status assigned or attached to an airborne activity may be ordered by component authority to make military parachute jumps from an aircraft in flight when such personnel:

(1) Have received a parachutist's rating or are undergoing training for such a rating.

(2) Have duties which require parachute jumps. Such personnel normally will not be entitled to receive more than one type incentive pay. Exception to this policy is in Part 2, Chapter 4, AR 37-104-3.

g. Commanders of U.S. Army installations may authorize qualified foreign military personnel to ride in or parachute from U.S. aircraft, provided they are authorized by their parent Army, and have undergone appropriate U.S. Army refresher training.

E-III-9. Basic Airborne Training

a. The Commandant, USAIS, Fort Benning, GA, initiates, develops, reviews, and evaluates procedures, techniques, and material developments for the technical training of parachutists.

b. The basic airborne course is conducted primarily at USAIS under authority in USAIC 350-3. To conduct the basic airborne course within Forces Command, approval must be requested from HQ FORSCOM and approved by CDR TRADOC, ATTN: ATTG-I, 5 Senwick Road, Ft Monroe, VA 23651-5000. Field Manual 57-220 prescribes techniques and procedures to be used in basic airborne training, under Programs Of Instruction (POI) approved by HQ TRADOC. Field Manual 57-220 prescribes training for MC1-1 parachute.

c. Volunteers selected for the basic airborne course must meet the requirements in AR 614-110 and AR 614-200. Students temporarily medically disqualified who have completed at least one qualification jump will be processed under these regulations.

d. Qualified parachutists who have not made a military parachute jump within six months will undergo refresher technical training as prescribed by the local commander before jumping.

E-III-10. Advanced Airborne Training

a. Commanders of airborne units will conduct advanced airborne training for all assigned personnel, as required, to meet the needs of the unit/activities concerned and to maintain individual proficiency. This training will consist of orientation and teaching aspects of airborne and air transportability operations as follows:

- (1) Jumpmaster training and qualification, consistent with the airborne experience level of the individuals being considered.
- (2) Procedures for personnel airdrop from approved Army/Air Force aircraft supporting the activity.
- (3) Safety and emergency procedures.
- (4) Preparing, rigging, and making supplies and equipment for an airdrop under the supervision of a qualified parachute rigger.
- (5) Techniques and procedures for recovery of supplies and equipment delivered by airdrop, to include derigging of loads.
- (6) Loading and unloading aircraft.
- (7) Drop zone assembly procedures and techniques, day and night.
- (8) Procedures and techniques for combination drops (tailgating).
- (9) Marshalling outloading.
- (10) Packing and rigging airdrop containers.
- (11) Drop/landing zone preparation, marking, and identification.
- (12) Local airborne Standing Operation Procedures (SOP).

b. Commanders will insure that unit jumpmasters are certified, refresher training is conducted, and safety provisions are observed during airborne exercises according to unit/school SOP. Certified jumpmaster is defined as a jumpmaster who has successfully completed formal jumpmaster qualification course and has performed jumpmaster, assistant jumpmaster or aircraft safety duties within six months.

c. Parachute qualified rigger personnel who have not done these duties for at least 12 months will receive refresher training from qualified rigger instructors.

d. School training for selected personnel in advanced airborne functions is available as follows:

- (1) USAQMS, Fort Lee, VA: Parachute Rigging and Packing, Maintenance, and Air Delivery; Joint Airdrop Load Inspector Certification Course; Standard Jumpmaster Course.
- (2) USATALS, Fort Eustis, VA: Air Transportability (General), Air Transportability Planning.

(3) USAJFKSWCS, Fort Bragg, NC: The MFF Parachutist, MFF Jumpmaster.

e. Activities having an airborne training requirement are authorized to conduct schools and courses, as required, to include a jumpmaster course.

E-III-11. Military Free Fall (MFF) Parachute

The MFF TRAINING (Commander, USAJFKSWCS, Fort Bragg, NC). A formal training/qualification course is conducted by the U.S. Army Special Warfare Centers. Before personnel may participate in military free fall parachuting, they must satisfactorily complete this course or a USAJFKSWCS validated course of instruction. Training Circular 31-19 prescribes doctrine, training methodology, techniques, and procedures used in the military free fall training parachute operations by U.S. Army Military free-fall capable unit.

a. Free-fall parachute qualified personnel who have not made a military free-fall in the last three months will undergo refresher training as delineated in TC 31-19.

b. Operating Altitudes for Training.

(1) Military free-fall training will be conducted at the safest altitudes for the mission.

(2) Military free-fall training will be limited to 25,000 feet above sea level. Requests for exception to this policy will be made through HQ FORSCOM (considered on a case-by-case basis). Activities concerned will conduct physiological training for MFF parachuting IAW Air Force REG 50-27. Other equipment and procedures associated with such extreme altitudes will be followed IAW TC 31-19.

(3) The minimum parachute opening altitude for military free fall jumps will not be less than the minimum allowable setting for DA-approved automatic ripcord release (ARR) devices. See TC 31-19.

(4) Premeditated military free-fall water jumps may only be conducted with prior approval by HQ FORSCOM or the MACOM directing the operation.

c. Equipment Requirements.

(1) Military free-fall parachute jumps will be conducted using only DA-approved parachute assemblies (MTI series or parachute assemblies or the MC4) and allied equipment. The FF2 Hitefinder Automatic Ripcord Release (ARR) is an integral component of a military free-fall parachute assembly.

(2) Exceptions to the above are Army airborne testing agencies (USAJFKSWCS Military Free-Fall Instructors, and the U.S. Army Parachute Team) that possess a specific exception to this policy.

Participation by Army personnel in free-fall parachute jumping for exhibition or competition is governed by AR 215-2.

(3) Military free-fall parachute jumps will not be made without the parachute being equipped with a DA-approved, calibrated, functional, and armed automatic ripcord release (ARR). Headquarters, FORSCOM will inform CDR AMC (DOY), Scott AFB, IL, of approved exceptions for coordination and authorization of appropriate tactical airlift unit(s) who will be supporting which jumps or tests. The U.S. Army Parachute Team and USAJFKSWCS Military Free-Fall Instructors are granted a permanent exception to this policy.

(4) Approved DA military free-fall parachute assemblies and allied equipment will not be modified except through MWO procedures by Army parachute riggers.

(5) The ARSOF units participating in OCONUS training with foreign military free-fall teams are authorized to receive training and use MFF equipment that has been adopted by that country, but only during predeployment and for the conduct of that mission's training.

d. Authorized Aircraft.

(1) Aircraft approved by DA for use in static line jumps are also approved for free-fall parachuting, providing DA approved jump procedures in FM 57-220 are used. Nonmilitary or nonstandard air frames must be approved by HQ, FORSCOM prior to use in MFF parachute operations.

(2) Aircrews must be qualified in special training requirements for military free-fall missions in accordance with service requirements.

e. This chapter does not apply to military sport parachute clubs or military sport parachuting which are governed by AR 215-2.

f. Demonstrations.

(1) It is DA policy that, when possible, VIP and other distinguished visitors should observe routine training activities instead of specifically scheduled demonstrations.

(2) When Air Mobility Command/Air Force Reserve resources are involved in routine training (including JA/ATT) that will be observed by VIP or other visiting groups, CDR, FORSCOM, will be notified in time to coordinate mission requirements.

(3) For the purpose of these policies, VIPs are:

(a) Heads of State.
(b) Departmental Secretaries, JCS, or their personal representatives or special assistants.

(c) Members of Congress and U.S. Cabinet Members.

(d) Governors of states and territories.

(e) Special DOD-level committees.

(f) Foreign general and flag officers and other officials of comparable rank.

(g) United States general and flag officers (designated VIP on an individual basis).

(4) Headquarters, FORSCOM will make the final determination of personnel not included as VIP above.

(5) The AR 360-61 provides guidance for military participation in civilian ceremonies, including parachute jumps. All requests for parachutist participation and airlift support in public events will be sent through channels ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for approval by CDR, FORSCOM.

E-III-12. Unit Training

a. Each airborne unit will participate in airborne assault exercises, as required, to maintain proficiency. These exercises will be conducted to enter into a ground tactical exercise and will include airdrop of equipment prescribed for the assault echelon. Units will be capable of cross loading tactically. Airborne unit integrity will be maintained and supporting/attached elements will be included in airborne assaults. Exercises will include appropriate phases of:

- (1) Marshalling.
- (2) Rigging of loads.
- (3) Outloading.
- (4) Parachute assault.
- (5) Recovery of loads.
- (6) Drop/landing zone assembly.
- (7) Ground tactical exercise.
- (8) Recovery, rehabilitation, and deployment of parachutes and allied air items.

b. Unit SOP for airborne operations will be kept by all airborne units. The SOP should contain general material not readily available in other published media and must be consistent with currently approved doctrine, tactical procedures, and concepts.

E-III-13. Airborne Operations

a. Policies governing airborne doctrine, techniques, and procedures are in FM 57-220. The FORSCOM prescribes appropriate airborne procedures and techniques not otherwise published.

b. Aircraft Authorized for Airdrop.

(1) Unless otherwise specifically authorized, airborne/airdrop operations will be conducted only from U.S. military aircraft approved for airdrop operations.

FORSCOM Regulation 350-1

(2) "Approved" aircraft are those military aircraft for which approved procedures for airdrop of personnel and material have been published in appropriate service technical manuals or technical orders.

c. Policy on airdrop of material for training is in **Enclosure 2**.

d. Safety and Malfunctions Reporting.

(1) Activities concerned with airborne training will keep an updated file of accidents resulting in injuries or property damage from this type training and parachute and allied equipment failure and malfunction.

(2) If an accidental injury or property damage incident to airborne training happens, DA Form 285, U.S. Army Accident Report will be completed and sent to CDR, FORSCOM, ATTN: AFPR-HRS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 under AR 385-40 with FORSCOM Supplement 1. The DA Form 285 is required even though the accident may have been reported through other means, such as "Casualty Report" (AR 600-10) or "Serious Incident Report, RCS PMG-114" (AR 190-40).

(3) If a parachute fatality occurs, procedures in Section II, TM 10-16700-201-23, will be followed.

e. Drop, Landing, and Extraction Zones.

(1) Airborne training must be conducted at approved drop, landing, and extraction zones.

(2) The airborne commander must approve such drop, landing, and extraction zones. Before approval, a designated airborne qualified officer/NCO with adequate experience to assess the area concerned must survey drop, landing, and extraction zones.

(3) Although drop zones may be approved for Army use without Air Force concurrence, a drop zone survey must be accomplished before an airdrop mission from an Air Force aircraft. The survey should be completed by the using unit (Unit whose equipment or personnel is being dropped.). For exercises and joint training operations, the user must ensure the survey is completed and that the DZ meets their criteria for operations and safety standards. The user will take responsibility for the accuracy of the airdrop when the DZ size does not meet minimum criteria specified in Air Force publications. User must conduct a physical inspection of the DZ prior to use to ensure the topography and terrain characteristics will not endanger the personnel or equipment to be dropped and that structures will not be damaged by the airdropped load. The flying unit will conduct a

safety-of-flight review to ensure there are no obstructions prohibiting over flight. If a DZ survey is done on an existing surveyed DZ to meet new run-in axis requirements, then only a safety-of-flight review is required.

(a) When conducting a survey the user will complete an Air Force Form 3823, Drop Zone Survey. The surveyor should be a member of the unit to use the DZ, however, a member of another unit may perform the ground portion of the survey if requested, i.e., a USAF member may perform the survey for use by an Army unit.

(b) To facilitate future use of surveyed drop zones, initial surveys will encompass the largest area available and will not be limited by specific mission requirements.

(c) The ground operations approval authority (AF Form 3823, item 4d) is the surveyor's commander or designated representative. The approval authority is responsible for ensuring the information on the form is correct and ensuring the DZ meets the criteria for the airborne operation.

(d) Once the form is completed, including the safety-of-flight review, the approval authority will forward the survey to HQ AMC TACC/XOBC, 402 Scott Dr. Scott AFB, IL 62225-5302 within 72 hours. The AMC will include the DZ in the next update of the Assault Zone Availability Report, AZAR. The AZAR is a comprehensive list of approved assault zones (DZ, LZ, EZ) in use by the Department of Defense. Use of existing assault zones listed in the AZAR will expedite mission planning.

(4) Assault landing strips require Air Force Civil Engineer/CCT technical inspection before use; therefore, approval will depend on Air Force acceptance. All requests for landing zone surveys will be routed through HQ AMC TACC/XOBC, 402 Scott Dr. Scott AFB, IL 62225-5302. Survey requests must be submitted NLT 120 days before the operation and must include:

(a) Assault zone name.

(b) Geographical location (six digit UTM coordinates).

(c) Intended use, date of operations, and user availability for survey.

(d) Availability of maps.

(e) Units capability to provide surface/helicopter support for survey team.

(f) Point of contact and DSN number.

(5) Many phases of drop zone criteria are not outlined in official publications, since conditions that are a hazard to jumping are largely a matter of

judgement influenced by status of training, mission, degree of acceptable risk, and other variables. The following are guides for conducting drop zone surveys for training missions.

(a) Size. Guidance for minimum drop zone size and criteria is in FM 100-27/AFM 2-50, and AMCR 55-60. Drop zone minimum size criteria is based on single impact points. The use of multiple impact points will require survey of drop zone size relative to each impact point used.

(b) Surface. Drop zones should be relatively smooth, dry, and free of excessive ruts, potholes, erosion, and rocks. Soft or sandy soil is better than hardened clay-type soil; paved surfaces (concrete, asphalt) should be avoided.

(c) Vegetation. Drop zones should be free of excessive scrub growth and large trees. Tree height off drop zone should not mask the aircrew's vision of the drop zone on approach.

(d) Contour. Terrain with level or gently rolling gradual slopes is desirable. Sloping terrain should not block the aircrew's vision of the drop zone on approach.

(e) Obstacles. Generally, the drop zone and adjacent areas should be free of possible hazards to jumpers; however, ideal areas are seldom available and selection must be made "on site."

(1) On Drop Zone. Drop zones should be free of obstacles that are possible hazards to landing jumpers and equipment, such as fences, utility wires, tree stumps, ditches, and buildings.

(2) Off Drop Zone. Drop zones should be free from possible hazards to jumpers landing off the drop zone in adjacent areas such as lakes, power line, heavily traveled roads, and built-up areas.

f. Safety.

(1) Serious hazards should be reduced in the drop area (e.g., means to shut off high tension power lines, plans for the rescue of jumpers landing in deep water, and the need for road guards).

(2) Drop zone selection, particularly off military reservations, must consider the possible hazards to objects and people in the area presented by airdropped personnel, equipment, and supplies.

(3) Installations supporting night airborne operations will ensure local range regulations require night vision goggles (NVG) in the P250 equipment kit. The purpose is to allow the DZS0 to see a jumper's descent during periods of low light in order to determine wind drift.

g. Use of Army Aircraft for Airborne Training.

(1) Although familiarity with all support aircraft is essential for parachutist proficiency,

airborne training, including proficiency jumps, normally will use U.S. Air Force aircraft.

(2) Using Army aircraft for airborne training should be minimized, except where it is required for the tactical situation or U.S. Air Force aircraft are not available.

h. Joint inspection airdrop loads will be per AR 59-4/AFR 55-40/OPNAVINST 4630-24.

SECTION IV

Airlift Support

E-IV-14. JA/ATT Airlift Request Procedures

There are two methods for requesting JA/ATT airlift: The electronic and the manual method. The primary or electronic method is done utilizing the Internet system. The backup or manual method utilizes FORSCOM Form 612-R, Request For JA/ATT Airlift and is performed as outlined in paragraph E-V-14, b. below.

a. To request JA/ATT airlift support utilizing the primary or electronic method users must register their computer IP address with HQ AMC //XOBC//, the proponent for the electronic method of airlift. Once the user is registered with AMC he can access the HQ AMC TACC JA/ATT Home Page and start the airlift request process via the Mission Entry Screen. Instructions for requesting JA/ATT airlift support are outlined in detail on the Web Page.

b. Manual requests for JA/ATT airlift support (C-130, C-141, C-5, C-17, KC-10) will be made on FORSCOM Form 612-R, Request for JA/ATT Airlift/AMC Form 612-R. Instructions for preparing this form are at **Section VI**. Reserve component unit requests are to be consolidated/validated by the appropriate CONUSA. Requests are processed in one of the following ways:

(1) Send six copies of each completed FORSCOM/AMC Form 612-R to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Forces Command will process requests at the JA/ATT allocation workshop. Requirements will be sent to arrive at least 50 days before the operating month. For example, requests for August will arrive at HQ FORSCOM by 10 June. (Units requesting two missions or less must send their 612-R to FORSCOM for processing at the JA/ATT conference).

(2) Active component units are authorized to send representatives to the JA/ATT allocation workshop to process their requests (must be requesting a minimum of two missions). Reserve

FORSCOM Regulation 350-1

Component units will be represented by the CONUSAs.

c. Requests for C-130 Combat Talon aircraft (MC-130) will be sent to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 at least 95 days before the operational month in which Combat Talon aircraft are required. Revision will be sent at least 65 days before operational month. Forces Command will determine the validity of the use of Combat Talon resources versus other AMC airlift in support of FORSCOM training requirements.

(1) The requesting FORSCOM units will get the necessary clearances/surveys for drop zones, recovery zones, FAA NOTAMS, and FAA waivers.

(2) Unprogrammed Army requests which do not meet the time criteria will be termed short-notice requests. Forces Command, AFOP-TRI will determine the validity of these requests.

(3) Requests will include:

- Unit.
- Number of personnel.
- Drop zone location and description.
- Date/time of primary and alternative drops.
- Concept of operation.
- Detailed concept for the operational use of Combat.
- Talon aircraft.

d. The AMC-Army Affiliation Program is outlined at enclosure 3.

e. Cancellations and changes.

(1) Requests for cancellation/change for JA/ATT missions will be IAW para E-I-4h. Format can also be found at the JA/ATT Website.

(2) Requests for cancellation/change for Combat Talon Aircraft will be coordinated through FORSCOM, AFOP-OS.

f. Requests for support from Army airlift resources will be sent through channels by letter giving necessary mission data. Requests should be processed at each subordinate level to determine availability of resources to satisfy the requirement. Requirements which cannot be met by resources available will be sent to CDR, FORSCOM, ATTN: AFOP-OV, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Requests for airlift support from activities other than those prescribed above will be sent to HQ FORSCOM, as required, after local coordination. Justification and requirements peculiar to the mission should be included in the requests on FORSCOM Form 612-R.

SECTION V

Army Support of Air Force Training

E-V-15. GENERAL

Air Force airlift units (AMC, ANG, AFRES) have requirements to train and maintain proficiency of tactical airlift aircrews in techniques required for the support of air movement and airborne operations. Air Force Phase II and Phase III aircrew training requires Army support either directly or through participation in programmed joint training. Forces Command will provide, within its capabilities, training support from Army units as required by Air Force elements and as jointly agreed.

SECTION VI

Guide for Preparation of FORSCOM/AMC Form 612-R (Figure 1-1)

E-1-1. Local reproduction of the request form is authorized. Camera-ready copies of FORSCOM Form 612-R are available from the local forms management office for reproduction on 8 1/2" x 11" paper.

E-1-2. Prepare separate requests for each individual mission. Five copies of each request are required. Use only the abbreviations and acronyms listed in Appendix 1, Appendix C, AMC OPORD 17-76.

E-1-3. The following instructions for filling out the form apply

a. Board/Line No. Corresponds to the line number from the board where the mission is posted.

b. Column A. The time and date the unit wants the aircraft available for onload and day mission is completed. In place time must be in Zulu. EXAMPLE: 27/1500Z - 28.

c. Column B. Requestor Leaves Blank. Sequence number will be assigned by AMC.

d. Column C. Number and type of aircraft required for mission. EXAMPLE: 2/C130.

e. Column D. Number and type sorties required for mission. EXAMPLE: Two heavy equipment airdrops and two assault landings (2H/2A).

f. Column E. Requestor leaves blank. Assigned by AFRES/ANG representative.

g. Column F. The supporting wing completes. Total estimated flying hours for the mission including positioning and deposition.

h. Column G. Unit Supported. EXAMPLE: 1/75 RGR, 10SFG, etc.

i. Column H. User Identification Code: (Available in front of monthly Appendix.) EXAMPLE: H1, I4, etc.

j. Column I. Complete itinerary of mission. Enter onload, drop zone/assault zone, offload locations. Use separate line for each entry.

k. TOT/TOA. Enter TOT/TOA in Zulu opposite appropriate Column I entry. If necessary list additional TOT/TOA in remarks.

l. Column J. Requestor leaves blank. The CCT assignment made by CCT representative if appropriate.

m. Column K. Requestor leaves blank. The ALCE assignment made by ALCE representative if appropriate.

n. Column L. Requestor leaves blank. Aircraft/CCT radio frequencies assigned by AMC if appropriate.

o. Block M. Include TOTs, drop altitudes, type parachute, number of jumpers, etc. Enter all information requestor wants published in the **Appendix**. EG: Inflight rigging, GMR, wedge, jump master directed, AMC Affiliation Training, EDRE, ARTEP, DZST, etc.

p. Block N. Number of aircraft requested by day. Boards and FORSCOM Form 612-R must agree; if data on the scheduling board changes, change the FORSCOM Form 612-R. Add positioning/depositioning days after wing validation and before final processing. Show carry over to next month as required. Note positioning/depositioning airframes are underlined.

EG: 2 2 2 2.

q. Block O. Indicates all special requirements. EG: Combat Control Team, Airlift Control Element, Crash Fire Rescue, Material Handling Equipment (K-loader, wide body loader, PAX stairs), Explosive or hazardous cargo, etc.

r. Block P. Mission contacts: Contacts must be available to coordinate mission, (i.e. not in the field). For reserve component missions, be sure contact is available during the week.

s. Block Q. Validation:

(1) Off-Post Training Coordination: Requesting unit will provide name of approving individual and phone number for off-post training coordination, if appropriate.

(2) Rigger/Air Item Support: Validated by supporting unit: Includes Jumper support.

(3) Combat Control Team: The CCT REP will certify all missions requiring a CCT and complete Column J.

(4) Airlift Control Element: The ALCE REP will certify all missions requiring an ALCE and complete Column K.

(5) Aerial Refueling: Validated by KC-10 REP.

(6) Wing/Group/Squadron: Validated by unit providing airlift. On multiple provider missions each unit must validate.

E-1-4. Multiple User Mission Procedure

Primary user will accomplish the FORSCOM Form 612-R. In addition to para A-3 procedures, Column G and H will be completed for the secondary user. The TOTs will be identified by user and POC/telephone number will be provided for secondary user. An additional copy of FORSCOM Form 612-R will be provided to secondary user. Primary user is overall POC for mission.

SECTION VII

Airdrop of Materiel for Training

E-2-1. General

a. Airdrop of materiel includes parachute delivery and other air delivery modes where equipment or supplies are delivered from an aircraft.

b. This appendix allows, as much as possible, airdrop of serviceable equipment necessary for airborne activities to accomplish POI or test objectives. If restrictions are imposed on the live drop of equipment, they should not be imposed to the degree that training is significantly impaired.

c. The risk of damage to, or loss of, certain TOE items may be unacceptable in terms of operational readiness if replacement items are not readily available from installation or depot assets. Consistent with training requirements, equipment which is not economical to repair should be used during heavy airdrops and artificial introductions of some TOE items on to the drop zones, when required. Further, consistent with training requirements and organizational integrity, standard B or C equipment will be dropped in preference to standard A.

E-2-2. Policy

a. Airdrop of materiel is the only authorized and approved (U.S. Army and/or joint service) air delivery systems except where authorization was

specifically granted for approved testing, evaluation, or other development activity.

b. Authority for the approval of air delivery of equipment is delegated to installation commanders and Commander, U.S. Army John F. Kennedy Special Warfare Center.

E-2-3. Responsibility

a. Commanders will consider loss of equipment which cannot be readily replaced and critical repair parts for specific items of equipment before approval of airdrop.

b. Attention is directed to the possible criticality of certain light items of equipment such as communication, electronic, and weapons items not normally associated with "heavy drop." Authority delegated above adds responsibility for careful review of all items to be airdropped; special attention should be directed toward vehicular-mounted weapons and communications equipment as to whether these items are restricted from airdrop.

SECTION VIII

Army-AMC Affiliation Program

E-3-1. General

a. This program provides informal liaison between AMC/ACC Wings and the United States Army, Navy, and Marine Corps.

b. For clarification, activity in the Affiliation Program is governed by the following types of affiliation:

(1) Type I - Command and staff orientation visits will be conducted annually and upon change of command. Quarterly affiliation training is authorized. Special training needs will be considered upon request.

(2) Type II - Command or staff orientation visits will be conducted annually and upon change of command. Semiannual affiliation training is authorized. Special training needs will be considered upon request.

(3) Type III - Command or staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Annual training is authorized. Special training needs will be considered upon request.

(4) Type IV - Command or staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Affiliation training is authorized only when the affected unit is scheduled to participate in known operations.

(5) Type V - Command or staff orientation visits will be conducted annually and upon change of command. This category applies only to units affiliated with HQ AMC/NAF/ALD.

(6) Type VI - (Air Reserve Force (ARF)/Reserve Component (RC) units) ALCS staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Annual training is authorized. Actual frequency of training will be as mutually agreed upon by the ALCS and its affiliate.

(7) Type VII - (ARF/RC units) ALCS staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Affiliation training is authorized only when the affiliated unit is scheduled to participate in known operations. Approval authority is NGB or AFRES headquarters as appropriate.

c. During scheduled staff visits, joint training requirements are identified and action begun. Initial training is through staff seminars and planning sessions, during which unit movement plans are reviewed. Airlift requirements also are the basis for classroom instruction and air load training.

d. Through this training, potential airlift problems can be identified and action taken to resolve them. Preplanning and early identification of airlift requirements using AMC Form 551, plus the proficiency developed by Army units with their AMC/ACC affiliates working together, create an effective combat force which is able to respond immediately to contingency airlift requirements.

E-3-2. Objectives

a. To assure faster reaction to contingencies through close awareness of each other's mission, capabilities, and requirements.

b. To provide closer liaison between Army and airlift units to ensure early identification of potential loading problems involving personnel and equipment to be airlifted.

c. To provide closer joint training in airlift procedures to develop work routines that will enable both Army and airlift units to establish an immediate unified team effort when short notice exercises or contingency airlift is required. To ensure the effectiveness of this objective, AMC wings will normally be assigned the onload ALCE responsibility for movements involving their affiliated units.

E-3-3. Procedures

a. Orientation, training, and exercises will be

given when mutually acceptable to the Army units and their affiliated units. Even though the affiliation program and the JA/ATT program are separate, one closely complements the other. Accordingly, the majority of affiliation training activities can be accomplished in conjunction with scheduled JA/ATT missions.

b. New affiliations will be validated and approved through Army and AMC command

channels. The primary consideration for affiliation will be the known commitments in support of contingencies requiring AMC airlift.

c. Questions regarding unit affiliation should be addressed to HQ AMC/DOOM, 402 Scott Drive, Scott AFB, IL 62225-5001 or DSN: 576-3393 or commercial (618) 256-3393.

APPENDIX F

Air-Ground Operations Training

SECTION I

Air-Ground/TAC Air Training

F-I-1. Application

This appendix applies to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM, has training responsibility, and provides guidance for conducting and supporting air-ground operations training.

F-I-2. Objective

To insure that Active Component combat arms units at battalion level and above attain proficiency in the proper application of tactical air in support of ground operations and in the functioning of the air-ground system. Reserve Component units of the combat arms will use this appendix as a guide in planning and conducting air-ground operations.

F-I-3. Definitions

a. Live Fire. Any air activity that includes dropping, firing, and/or expending objects/projectiles from aircraft.

b. Training Ordnance. Practice munitions containing no explosive, pyrotechnic, or chemical agents. Exception: Practice bomb marking charges and target projectile-tracer (TP-T) rounds. Training ordnance may consist of either full-scale inert munitions or subscale specialized training munitions. Expenditure of training ordnance from Tactical Air Command aircraft is considered to be live fire.

c. Firepower Demonstration. A live fire event intended for spectators (either civilian or military). ACCR 55-18 applies.

d. Joint Live Fire Exercise. Live fire events for the primary purpose of joint training. The ACCR 55-18 applies.

SECTION II

Conduct of Training

F-II-4. Participation

Air-ground operations training will be conducted by infantry, air assault infantry, airborne infantry, ranger, mechanized infantry, armored, armored cavalry, field artillery, air defense artillery, and combat engineer units as required by current Army Training Policies and Guidance.

F-II-5. Training Guidance

Sufficient training in air-ground operations will be conducted by combat units to accomplish the basic objective as stated in paragraph F-I-2, above. Air-ground operations training will be integrated with other tactical training on a continuing basis.

F-II-6. Training Plan

a. Preliminary training will include the following subjects:

(1) Aircraft recognition, to include identification of friendly and enemy manned and unmanned aircraft by type (i.e., fighter, bomber, target drones, or reconnaissance drones).

(2) Procedures for marking friendly positions to help recognition and identification of friendly units by supporting tactical aircraft.

(3) Procedures for marking close air support targets.

(4) Command and staff procedures for processing requests for tactical air support.

(5) Principles and procedures for obtaining anti-aircraft fires.

(6) Procedures for Suppression of Enemy Air Defense (SEAD).

(7) Command post exercises to test communications and command and staff procedures related to air-ground operations.

(8) Command and staff procedures for coordinating airspace requirements and solving conflicts with corps and division Airspace Management Element.

b. Air-ground operations training will progress through the following phases:

(1) Phase I.

(a) This phase consists of orientation and indoctrination or refresher training for commanders, staff officers, and noncommissioned officers whose duties require knowledge of the functions and procedures of air/ground operations.

(b) Phase I training may be given by Air Liaison Officer (ALO) attached to brigade or higher headquarters, or implemented by requesting a Non-resident Instruction (NRI) team from the USAF Air Ground Operations School (USAFAGOS). Direct coordination is authorized with the Chief, Academic Division, USAFAGOS, to determine the date for an NRI team which is mutually agreeable to USAFAGOS, and requesting unit. Following initial direct coordination and determination of agreeable presentation dates, requesting unit will confirm the requirement for NRI by letter/message, to

USAFAGOS, Hurlburt Field, FL 32544 with information copy to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Requested location and date(s) of NRI training; approximate number of attendees; and name, grade, and telephone number of unit contact officer will be included. Additional information on unit support required and the scope and curriculum of the NRI is in **Section IV**.

(2) Phase II consists of the integrated use of tactical air support in battalion and higher level unit training exercises. The objective is to provide practical training for commanders and staffs in selecting suitable air targets and the procedures for requesting tactical air support and coordinating those missions with ground action. Details for conducting air-ground operations training during battalion and higher level exercises are in **Section V**.

(3) Phase III consists of a live fire training exercise with tactical aircraft. This training is normally limited to one such exercise per division annually and is scheduled to permit observation by as many combat units as practicable. Also, these exercises are scheduled in support of air-ground operations training conducted at combat arms schools. Phase III training will be conducted at a location where the impact area conforms to current Air Force safety regulations (**Section VII and Appendix 4**). The standard tactical demonstration in **Appendix 4** may be applied for this training.

c. Air-ground operations will be integrated into field exercises, maneuvers, and command post exercises of battalions and larger units whenever practicable and will provide for the use of tactical air support, either with live or simulated ordnance. To insure maximum effectiveness, training will be conducted under an SOP to be maintained by the unit. The SOP will provide for the following, as applicable:

- (1) Preparing a close air support plan.
- (2) Preparing a tactical air reconnaissance plan.
- (3) Using tactical air reconnaissance: Side-looking airborne radar (SLAR), infrared (IR), visual, and photographic. Emphasis will be placed on aerial surveillance and reconnaissance missions as an element of target acquisition for subsequent attack by Army or Air Force delivered weapons.
- (4) Plans for special type air missions (e.g., night illumination, smoke of target area, and leaflet drops by aircraft).
- (5) Using tactical air control parties to control live or simulated air attacks.

(6) Principles and procedures for obtaining anti-aircraft fire.

(7) Principles and procedures for Suppression of Enemy Air Defense (SEAD).

(8) Participation of Air Force personnel throughout the planning and execution phases of field command post exercises involving division and larger units.

(9) Training signal units and organic communications personnel in establishing and operating communications in support of air-ground operations.

(10) Training Military Intelligence (MI) units in photo and imagery interpretation and issuing results.

(11) Plans for establishing Ground Liaison Officer (GLO) and Air Reconnaissance Liaison Officer (ARLO) communications nets (divisions and corps).

(12) Principles and Procedures for coordinating Airspace Requirements.

F-II-7. Responsibilities of Commanders

a. Implement unit training outlined herein. Emphasis will be placed on using supporting aircraft efficiently.

b. Establish procedures within units authorized **G2** Air and **G3/S3** Air positions to assign personnel to those positions as primary duty. Using schools listed in paragraph F-II-10 below will aid in qualification of such personnel.

c. Train personnel whose duties in field and command post exercises require knowledge of joint air-ground operations in both individual and team functions.

F-II-8. Safety

See **Section VI** for Air Force munitions safety regulations. When ground troops are employed in live fire exercises, measures to be taken to insure that impact and ricochet areas are clear of personnel will include, but not limited to, the following:

- a. Range guards equipped with red smoke grenade to signal an emergency.
- b. Air sweeps over the area using loud speakers to warn personnel of impending live fire.
- c. Procedures for verifying the accounting of all unit personnel not physically present in the unit area.

F-II-9. Ground Liaison Officer (GLO) Augmentation Teams

a. Permanent GLO (representatives of the U.S. Army) are attached to certain ACC and AMC

organizations to advise and assist the Air Force unit commander. Information on the assignment and general duties of these liaison officers is in FORSCOM Regulation 614-2.

b. The GLO augmentation team requirements for exercises will be filled by teams from participating Army units. Augmentation requirements above the capability of participating units will be requested from HQ FORSCOM. A pre-exercise or contingency orientation will be conducted by the supported unit for participating GLO personnel. The orientation will inform the GLO personnel of the unit air-ground SOP, communication channels, objectives, and concept of operations. Communications support will be given the GLO team enough time in advance of an exercise or contingency mission to insure that equipment is adequate and operators are qualified.

F-II-10. Schools

a. The USAF Air-Ground Operations School (USAFAGOS).

(1) Joint Air Operations Staff Course (JAOSC) A three-week course for training selected officers to perform duties in joint operations of ground and tactical air units pertaining to planning and coordination tactical air support.

(2) Joint Firepower Control Course (JFCC). A four-week course for Air Force ALO/FAC/275XO and a two-week course for selected Army Officers and NCOs who perform duties in the Army Air-Ground System at company, battalion, and brigade level.

(3) The BSC and JFCC are available to Active and Reserve Component officers and NCOs who have actual or anticipated assignments to positions within or supporting the Army Air-Ground System and who have the prerequisites in DA Pam 351-4.

b. United States Army Intelligence School. The Aerial Surveillance Officer Course, which awards an MOS 35C to successful graduates, is conducted at Fort Huachuca, AZ. Officers assigned or scheduled for assignment of **G2** Reconnaissance and Surveillance (R&S) duties should attend this course and the BSC.

c. Personnel attending the above courses must have a SECRET clearance.

d. In addition to the above courses, air-ground operations subjects are emphasized in officer courses at the various Army service schools.

SECTION III

Requests for Tactical Air Support

F-III-11. General

Tactical air support for Army training can be obtained by the following methods:

a. Informal requests may be used to secure close air support (CAS), tactical air reconnaissance (TAR), and Airborne FAC aircraft for joint training when the type and number of sorties to be requested will not exceed eight CAS and/or six TAR sorties per day in support of any one training operation. Requests which require AMC airlift support for staging of ACC forces must be submitted as a formal request.

b. Formal requests will be used to secure tactical forces for joint training when one or more of the following conditions exist:

(1) Airlift aircraft are requested.

(2) The TACS control elements are not in-being, or if in-being, elements must be deployed/augmented with personnel/equipment to provide command and control as directed by applicable directives or implied by current doctrine.

(3) The requirement for CAS/TAR/Airborne FAC aircraft exceeds the provisions of above and/or requires airlift support for deployment or redeployment.

(4) Operating from other than a ACC/ANG base and a formal letter of agreement is not in-being between the numbered Air Force and host base.

c. During AT, Reserve Component units requiring ALO/TACP augmentation will send requests to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, 60 days before the month in which support is required.

F-III-12. Informal Request System

a. Close Air Support

(1) General. Normally, non-ordnance close air support missions are provided by the tactical fighter unit closest to the requesting agency to satisfy Air Force daily system requirements.

(2) Procedure. Army units having ALO or TACP assigned or attached and desiring tactical fighter support will submit their requests to the ALO/TACP using DD Form 1972 Joint Tactical Air Strike Defense.. Information required for a Joint Tactical Air Strike Request is at **figure F-1**. The

ALO/TACP will forward the requests to the numbered Air Force not later than 21 days prior to the mission date. The numbered Air Force will assign available aircraft to the mission. If no aircraft are available, or if time on target must be adjusted, the numbered Air Force will notify the ALO/TACP.

b. Tactical Air Reconnaissance Support.

(1) Informal requests for aerial reconnaissance in support of Army training are submitted using the DD Form 1975 Joint Tactical Air Reconnaissance/Surveillance Request Form.

(2) Effective use of this system is desired, even though it must be expected that training and other commitments will occasionally preclude the availability of aircraft. In addition to training Army personnel in the Air Force reconnaissance request system, commanders may receive aerial reconnaissance of their own training activities. The FTX, ORTT, and ARTEP are examples of proper training periods for using this support. Suggested targets include artillery positions, field bivouac sites, command posts, motor parks, and supply storage areas. Through analysis of visual reconnaissance reports and aerial photography, units can determine strengths and weaknesses in related training such as camouflage discipline and security.

c. Safety. Units requesting close air/tactical air reconnaissance support, using informal request system, will get range clearance for the mission before submitting requests. Call sign and UHF frequency of range control will be included in remarks/special instructions of the requests.

d. Necessary Coordination and Aircrew Briefing. The requirements in paragraph F-III-13b and c. below also apply to the informal request system.

F-III-13. Formal Request System

a. General. This system will be used to obtain support when early coordination indicates requests cannot be supported by the informal request system.

(1) Formal requests are submitted to installation commanders for consolidation and review before sending to CDR, FORSCOM, AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. **Enclosure 5** explains preparation procedures.

(2) Routine requests will be submitted not later than 60 days before the month in which the mission(s) will be flown.

(3) Requests for live fire close air support will be submitted not later than 60 days before the month in which the mission is to be flown and will include

additional information required in paragraph F-III-14 below.

(4) All requests and forecasts will be consolidated at installation level. The TRADOC installations will forward requests for FORSCOM, AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 to arrive within 40 days before operating month.

(5) Army Reserve units desiring close air and/or tactical air reconnaissance support will send formal requests through channels, to CDR, FORSCOM, ATTN: AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 using the same format and procedures as above.

(6) The ARNG requests for non-ordnance CAS, TAR, ALO/FAC support and joint training during IDT, AT, CPX, and FTX should be sent to Tactical Employment Section, ANG Field Support Center, Edgewood Arsenal, Aberdeen Proving Ground, MD 21010.

b. Coordination. After requests are approved by appropriate USAF agencies, the designated Air Force supporting unit will contact the requesting unit/activity/school. Specific information relating to the mission(s) should be exchanged and final coordination completed at this time.

c. Aircrew Briefings. The GLO attached to the selected fighter wing will insure that aircrews are briefed on the general plan for the ground maneuver, the fire support plan, position and size of friendly forces, and front line identification. The GLOs are authorized direct coordination with the requesting unit for getting detailed information necessary for aircrew briefings. The GLO will also insure that crews are given appropriate maps of the area, annotated to show such items as troop locations, target locations, and restricted areas. For live fire exercises, the GLO will get a copy of the support plan and inform aircrews of control and safety measures for movement of troops in the vicinity of designated impact areas.

d. Changes/Cancellations. Late or unprogrammed requests will be submitted as in b. above. Cancellations of firm requests after aircraft have been allocated for support will be sent to CDR, FORSCOM, AFOP-TRI, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 with complete justification and kept to minimum. Information copies of all correspondence will be sent to HQ AMC TACC, Scott AFB, IL, ATTN: XOBC, XOS, XOOS, TRKX and HQ ACC, Langley AFB, VA, ATTN: DOOMJ.

F-III-14. Policy for Requesting Live Ordnance

- a. Live ordnance used in support of Army unit training normally will be limited to Phase II and Phase III training.
- b. Requests will be submitted not later than 60 days before the month in which the mission is to be flown.
- c. Requests will specify the type of target to be

attacked and identify range restrictions that may effect the selection of alternative ordnance. For example, armor in the open, target approved for MK-82, 20MM, 30MM, and 2.75 inch rockets.

F-III-15. Exemption

Requests for support in this Appendix are RCS exempt: paragraph 5-2n, AR 335-15.

INFORMATION REQUIRED FOR JOINT TACTICAL AIR STRIKE REQUEST

Mission Request (Figure 1)

<u>TITLE AND ELEMENT(S)</u>	<u>EXPLANATION</u>
Line 1. Unit called	1. Identifies the unit called by (Identifier) unit designation/call sign/pre-assigned number.
This is (Identifier)	Identifies the request originator by unit designation/call sign/pre-assigned number.
Request number	Indicates the originator's request number in series.
Sent	Indicates the time and the individual who transmitted the request.
Line 2.	2. A. For preplanned requests, assignment relative to stated numerically in B & C Priority
A. Precedence indicates the requestor's his/her other requests descending order of importance.	B & C. Use numerical designation below to define the tactical situation for preplanned (B) or immediate (C) requests.

Priority--The requestor will establish the priority. The categories of mission priority are:

<u>Priority No</u>	<u>Priority</u>	<u>Definition</u>
1	Emergency	Targets which require immediate action and precedence over other categories of mission priority.
2	Priority	Targets which require immediate action and take precedence over routine targets.
3	Routine	Targets of opportunity, targets which do not demand urgency in execution.

Received	Indicates the time and the individual who received the request.
Line 3. Target is/Number of	3. Describes the type, approximate size, and mobility of the target to be attacked.
Line 4. Target Location is	4. Locates the target by using the military grid reference system prescribed for the area concerned.
A. Coordinates	A. Locates a point target or starting point.
B. Coordinates	B. When used in conjunction with A

SECTION I - (MISSION REQUEST) Figure 1 (Continue)

	provides from _____ to _____ coordinates.
C. Coordinates	C. When used in conjunction with A through C, provides a route or describes a target area.
D. Coordinates	D. When used in conjunction with A through C, provides a route or describes a route or describes a target area.
E. Target Elevation	E. Target elevation in feet above sea level.
F. Sheet No. _____	F. Self-explanatory.
G. Series _____	G. Self-explanatory.
H. Chart No.	H. Self-explanatory.
Checked	Indicates with whom target information has been cross-checked.
Line 5. Target Time/Date	5. Indicates the time/date when the airstrike is requested.
A. ASAP	A. As soon as possible.
B. NLT	B. The target is to be attacked before, not later than the time indicated.
C. At	C. Indicates time in which target is to be attacked.
D. To	D. Denotes end of period of time in which target is to be attacked.
Line 6. Desired/Ordnance/results	6. Indicates the requestor's desired ordnance airstrike results.
A. Ordnance	A. Self-explanatory.
B. Destroy	B. Self-explanatory.
C. Neutralize	C. Self-explanatory.

SECTION IV

USAFAGOS Nonresident Instruction (NRI)

F-1-1. Purpose

The NRI program instructs selected Army and Air Force personnel of field units and tactical organizations in the fundamentals of joint air-ground operations. This instruction is classified as Phase I training and outlined in paragraph F-II-6b(1), this **Appendix**.

F-1-2. Scope

The NRI teams made up of Army and Air Force Instructors present courses of instruction at the home station of requesting military units. The presentation is a grouping of units of instruction presented in the Battle Staff and Joint Firepower Control Courses at the Air-Ground Operations School and is used to inform selected personnel of the techniques, methods, and procedures by which the Air Force and Army plan, integrate, and conduct their efforts in joint operations. During this instruction, the Tactical Air Control System/Army Air-Ground Systems and related subjects are graphically portrayed.

F-1-3. Curricula

The curricula for NRI presentations are based upon doctrine, concepts, and procedures approved by U.S. Army and USAF. Emphasis is at the JTF level and coverage includes air-ground procedures for subordinate units.

F-1-4. Unit Requirements

To be most effective, the NRI audience should not exceed 200. If instruction is desired for more than 200, consideration should be given to multiple presentations. The team will require the following unit support and coordination requirements:

- a. Theater, classroom, or similar facility that can be darkened.
- *b. Two electrical outlets on or near the stage.
- *c. Two heavy duty power cords about 50 feet long.
- d. Access to all house and stage light switches.
- *e. Two lecterns with lights and pointers.
- *f. A public address system with microphone at each lectern if facility seats over 250.
- g. Audience seating should be arranged, when possible, so that no one is seated further than 75 feet from the training aids.

h. Access to presentation facility upon arrival of NRI members for training aid setup and checkout, to include necessary security if equipment is to be left unattended.

*i. Access to a classified storage area upon arrival of NRI members for proper securing of classified materials.

j. An audiovisual aids technician, if available, to assist in initial setup and standby during presentations.

k. Necessary billets for NRI members.

l. Transportation for NRI members to and from airfield, dining facility, presentation area and between billets.

m. Recommend telephone coordination between host unit project officer and AGOS before NRI team arrives to complete arrangements.

***As required.**

F-1-5. Request Procedures

The following information will be sent to the USAFAGOS with the request for NRI:

- a. Branch of service (Army, AF, Navy, civilian, other).
- b. Status (Active, National Guard, Reserve).
- c. Relationship to Tactical Air Control Systems/Army Air-Ground Systems (TACS/AAGS) (AF-TACS organization, fighter wing, etc., Army - infantry, armor, etc.).
- d. Reason for NRI request.
- e. Presentation date (desired and alternatives).
- f. Availability of funding (requesting organization, exercise, other).
- g. Location (include relationship to military/civilian airport).
- h. Size of audience.
- i. General background and experience of audience.
- j. Quarters (type, distance to presentation facility).
- k. Messing (type, distance to presentation facility).
- l. Transportation (type for TDY duration).
- m. Availability of 16mm movie projector/35mm projectors.
- n. Requesting unit point of contact (name, grade, organization, and phone numbers).

NOTE: Using this checklist will let USAFAGOS more accurately validate NRI requests and structure

instruction to more fully meet the requirements of the requesting organization.

SECTION V

Air-Ground Operations Training During Battalion and Higher Level Exercises

F-2-1. Air-Ground Training

The following elements of air-ground training are to be incorporated into ARTEP and field exercises:

a. The coordination functions of the DASC, Corps Tactical Operations Center (CTOC), and Tactical Air Control Center (TACC), described in paragraph F-2-2 below, will be written into exercises instructions. These functions may be actual or simulated depending upon the availability of personnel and equipment. Whenever possible, these elements will be used in a CPX before actual employment in the field.

b. General and special situations will include enough information to set up an aggressor and a friendly air situation.

c. Provisions will be made for targets suitable for attack by air (e.g., tanks, heavy gun emplacement, pillboxes, fortified positions, and troop formations). For live ordnance missions, targets may be represented by silhouettes, wood frames, or salvage materiel, and should resemble the physical characteristics (shape/size) of actual targets. The ACCR 55-26 gives procedures for live ordnance training exercises and lists minimum separation distances.

d. When requested by the forward air controller (FAC), panels will be displayed to mark front lines, and smoke or flares will be used to identify targets. The tactical aircraft flight leader will report on his ability to identify these markings.

e. For unilateral Army unit training, including operational readiness testing, close air support will be obtained through the informal and formal request systems described in paragraphs F-III-12 and F-III-13, this appendix. Upon approval of a mission to support such training, direct coordination between the supporting and supported unit will be carried out at the earliest possible date.

F-2-2. Air-Ground Coordination Procedures

a. General.

(1) The responsibility for the coordination of joint air-ground operations is shared equally by the Air Force and Army Component commanders.

(a) The system used by the Air Force is the Tactical Air Control System (TACS). The system

used by the Army is the Army Air-Ground System (AAGS). The primary elements of TACS which are directly involved in the joint coordination process are TACC, ASOC, and tactical air control parties (TACP). The TACC is the senior air operations element of the TACS located at the component level and is essentially the air component commander's command post. The ASOC is a mobile air-transportable facility designed to operate with a corps or independent division Tactical Operations Center.

(b) The main function of the ASOC is to provide a fast reaction capability to satisfy immediate requests from land forces for tactical air support aircraft. Allocation of sorties for "immediate" requests are determined by the Army Forces commander based on the apportionment of tactical air support received from the joint commander. The immediate sorties are normally under the control of the TACC but are launched as directed by the ASOC in response to Army requests. The ASOC works and moves with the TOC of the associated Army unit which is provided tactical air support.

(c) The TACP is an Air Force forward operations team which functions with the land forces. They are attached to corps, divisions, brigades, armored cavalry regiments, maneuver battalions, and cavalry squadrons. The TACPs are essentially extensions of the DASC with the important mission of advising the Army commanders on all aspects of tactical air operations, receiving immediate requests, and coordinating, and controlling tactical air support furnished to land forces. Normally, TACP authorizations for unit training, exercises, and contingency operations are as indicated below.

CORPS TACP

1 - Air Liaison Officer (ALO) COL/LTC
1 - Reconnaissance Liaison Officer MAJ
1 - Airlift Liaison Officer MAJ
1 - Fighter Liaison Officer MAJ
1 - Tactical Air Command and Control
Specialist E-7
4 - Tactical Air Command and Control
Specialist E-4
1 - Admin Supervisor E-7/E-6
1 - Admin Specialist E-4

Division TACP

1 - Air Liaison Officer LTC
1 - Fighter Liaison Officer MAJ
1 - Reconnaissance Liaison Officer MAJ

- 1 - Airlift Liaison Officer MAJ
- 1 - Tactical Air Command and Control Specialist E-6
- 1 - Tactical Air Command and Control Specialist E-5
- 4 - Tactical Air Command and Control Specialist E-4
- 1 - Air Operations Supervisor E-7
- 1 - Supply Specialist E-4
- 1 - Admin Specialist E-4

Organic Brigade TACP

- 1 - Air Liaison Officer MAJ/CPT
- 1 - Fighter Liaison Officer CPT
- * 1 - Airlift Liaison Officer CPT
- * 1 - Tactical Air Command and Control Specialist E-4
- 3 - Ground Radio Comm Repairman E-4

Battalion/Squadron TACP

- * 2 - Forward Air Controller (FAC) CPT
- * 2 - Tactical Air Command and Control Specialist E-4

Independent or Separate Brigade/Regiment TACP

- 1 - Air Liaison Officer MAJ/CPT
- 1 - Fighter Liaison Officer CPT
- 1 - Airlift Liaison Officer CPT
- 1 - Reconnaissance Liaison Officer CPT
- 3 - Tactical Air Command and Control Specialist E-4
- * 1 - Air Operations Supervisor E-6
- 1 - Admin Specialist E-4

Independent or Separate Battalion/Squadron TACP

- 2 - Forward Air Controller CAPT/LT
- 2 - Tactical Air Command and Control Specialist E-4

*** Not manned but augmented from ACC/AMC/-wide resources during exercises and contingencies.**

NOTE: In addition to the members above, adequate maintenance and munitions personnel will be assigned to support the aircraft located at each division and separate or independent brigade/regi-

ment (normally three at division and two at brigade/regiment).

(2) The AAGS is organized and equipped to determine Army requirements for; recommend allocations of; and plan, process, evaluate, and coordinate requests for tactical air support. It provides the means through which coordination of the tactical air support effort with land forces operations can be achieved as well as for the exchange of intelligence between Army and Air Force components. The AAGS is organized with air-ground operations and intelligence personnel at the principal Army commands and Army liaison personnel with Air Force installations or agencies, all supported with necessary communications. Detailed coordination of tactical air support at corps and division levels is made by the TSO and **G3** Air elements, the FSE, and Air Force representation (TACP or ASOC). Other tactical operations center elements concerned with air-ground coordination are the CAME and DAME. At brigade/regimental and battalion/squadron levels, tactical air support coordination is made by the **S2**, **S3** Air, FSE, and TACP. Final coordination of Army requirements is made by the Battlefield Coordination Element (BCE) at the TACC.

(3) Pending publication of joint manual FM 100-26/AFMX-XX, the air-ground coordination procedures in b and c below are for use during battalion and higher level exercises. The procedures closely parallel those in FM 100-26/AFMX-XX (to be published).

b. Close Air Support. Close air support in joint operations is provided by the U.S. Navy, U.S. Air Force, and U.S. Marine Corps tactical aircraft. Close air support missions may be requested on either a pre-planned or immediate basis.

(1) Pre-planned Mission Request. A request for an airstrike on a target which can be anticipated sufficiently in advance to permit detailed mission coordination and planning. Preplanned missions are scheduled missions to be executed at a time requested by the supported unit. Approval at each intermediate command level is required before executing preplanned missions.

(2) Immediate Mission Request. A request for an airstrike on a target which could not be identified in time to permit detailed mission coordination and planning.

(a) Preplanned mission request procedures. When initiating preplanned mission request for close air support, the requester will complete Section

I of the request form and send it through the requestor's channels to the Tactical Air Control Center (TACC). The ground commander may specify in his request the following type of air support response desired:

1. Specific time on target (TOT).
2. Specific ordnance.
3. Airborne alert.
4. Ground/deck alert.
5. Air support radar team/radar beacon

RAB(FAC) delivery.

(b) Either type of mission request may originate at any command level of the supported ground force. The requestor will provide the required information at Figure 1, Joint Tactical Air Strike Request, to submit a request for close air support.

(c) Immediate mission request procedure. The requestor will complete Section I of the request form. Tactical air control parties will transmit the data to the ASOC or TACC over the Immediate Air Request Net (IARN).

(d) The TACPs at intermediate echelons monitor and acknowledge receipt of these transmissions and coordinate the requests with Army FSCOORD at each level. If any Army echelon above the initiating level disapproves a request for any reason, the DASC is notified by the TACP and request is canceled. Silence will signify approval. The Army and Air Force component commanders specify and appropriate time interval for the request to be disapproved by an intermediate agency. If the request is not disapproved and resources are available, the mission will be flown and the requesting unit will be notified immediately through the air request net. Army units will be advised of requests which cannot be flown. Rapid coordination is made with the TOC if diversion of a pre-planned air support mission must be made to accomplish the immediate request. The DASC will keep the Army commander advised at all times as to the number of sorties and aircraft available or on air or ground alert for immediate support missions.

(e) Upon arrival of aircraft in the target area, the following sequence of events normally occurs:

1. Briefing of tactical fighter aircraft flight leader by the FAC.
2. Marking friendly front lines.
3. Marking the target by smoke or laser designator, if possible.
4. Attacking the target.
5. Reporting mission results, if observable, by the FAC to the tactical fighter aircraft leader.
6. Relaying the reported information to the requesting unit commander.

c. Reconnaissance. Requests for tactical air reconnaissance are handled the same as requests for close air support, except TSO personnel instead of **G3** Air process and coordinate the requests.

(1) Pre-planned Tactical Air Reconnaissance Requests. Air reconnaissance requests are processed by the intelligence section of each Army echelon. At each echelon, the request is examined to decide if the information required can be provided from available intelligence base or by organic means. Requests are consolidated at each echelon for economy of reconnaissance effort. Requesters are informed promptly of disapproval and reasons for such action. Requests approved by the TOC for tactical air reconnaissance are assigned a priority and coordinated with the ASOC. They are then sent to the BCEE at the TACC where they are combined with other approved requirements. Details of approved mission requests are sent to the ARLO at the Air Force reconnaissance base to aid in aircrew briefing and debriefing.

(2) Immediate Reconnaissance Requests.

(a) Requests for immediate reconnaissance missions will include the required data keyed to DD Form 1975, (Joint Tactical Air Reconnaissance/Surveillance Request).

(b) When the intelligence officer at any level determining that an immediate request for aerial reconnaissance can be fulfilled satisfactorily by available Army aviation, the request will be forwarded for accomplishment by organic or attached aircraft.

(c) Immediate requests for tactical air reconnaissance are sent directly to the DASC by TACP located at various echelons of Army command as shown in paragraph F-2-2a (1c). Intermediate TACPs monitor and acknowledge receipt and notify their respective intelligence operations sections which indicate approval by remaining silent or disapproving requests, as appropriate.

(d) Upon receipt of an immediate Army request at the DASC, the Army TSO will be advised. In considering the request for approval or disapproval, the TSO will consider the overall requirements and intelligence available from other sources. If the request is approved and tactical aircraft are to be employed, the mission will be carried out by scrambling necessary aircraft from the RECCE airbase or by assigning the mission to RECCE aircraft already airborne. If Army aircraft are to be used, the TSO will direct the execution of the mission if he had authority to do so. Otherwise, he will send the request to the appropriate tasking

agency. If the request is disapproved, the requestor is advised with reasons for disapproval.

(3) Dissemination of Intelligence Information. Intelligence information gained by air reconnaissance is disseminated by in-flight reports, mission reports (MISREP), reconnaissance exploitation reports (RECCEXP), IPIR, and Immediate Request Bridges (IRB).

(a) In-flight reports are normally made to designated elements of the TACS for relay to requesters and interested agencies. These reports are significant visual settings and cockpit display readouts observed during flight.

(b) In-flight reports by Army aircrews are transmitted to the requesting unit over a specified monitored frequency of an organic Army FM radio net.

(c) Mission reports are submitted by the ARLO (Army) participating in debriefing of air reconnaissance crews at air reconnaissance bases and by the GLO participating in debriefing of aircrews at fighter airbases.

(d) Imagery and IRB review reports, based on the analysis of sensor data, are submitted by imagery interpretation elements.

d. Communications. Within resources available, the Air Force will provide the equipment and personnel to operate the immediate air request net. Army units will set up the GLO net and provide radio receivers for the spot report receiver systems.

SECTION VI

Munitions

F-3-1. Introduction

Tactical demonstrations frequently require the use of live ordnance fire power displays and aerial delivery operations. Proper control in using live ordnance munitions is the objective of this section.

F-3-2. Safety Precautions for Using Live Ordnance

When live ordnance is used, safety precautions must be taken to protect spectators, equipment, and delivery aircraft. The rules in ACCR 55-18 apply for firepower demonstrations. The rules in ACCR 55-26 apply for live fire support of tactical training exercises.

F-3-3. Munitions Static Display Packages

a. Munitions static display packages will be established by selected ACC bases. These packages will be available for use throughout CONUS, but will be maintained and stored at Langley, Nellis, Shaw, and Elgin Air Force Bases (**Figure F-2**).

b. Numbered Air Forces are responsible for:

(1) Programming to support all Air Combat Command armament displays.

(2) Assuring availability of display support items (e.g., placards, charts, stands).

(3) Inspecting armament display items, as necessary, to insure that items are in the best condition.

(4) Providing personnel and equipment to support armament displays.

c. Bases designated to maintain display items will:

(1) Maintain armament display items in the best conditions.

(2) Maintain inert ammunition in assembled configuration to permit immediate shipment.

(3) Palletize bombs, aerial mines, and LAU-3A to lessen shipping damage.

(4) Requisition ammunition shortages as prescribed in Section H, Chapter 10, Part One, Volume I, AFM-67-1.

d. Procedures.

(1) Address requests for static display of munitions to the appropriate numbered Air Force, ATTN: DO. A minimum of 30 days notice is required to move display package and coordinate between the requestor and support element.

(2) Whenever standard heavyweight items are available in the immediate locality of the proposed display area, use them instead of display package items to reduce shipping weights.

(3) Upon completion of a display, return all items quickly to the parent organization.

(4) Armament display items may be used for proficiency training provided such action does not impair the availability or overall condition of non-UME item(s) being used.

(5) Protect classified materials and data as required by AFR 205-1 and other applicable directives.

(6) If enough aircraft are available, integrate munitions display with aircraft without displays to prevent clutter effect.

MUNITIONS STATIC DISPLAY PACKAGES (Figure 2)

<u>LOCATIONS/QUANTITIES</u>				
<u>ITEMS</u>	<u>LANGLEY AFB VA</u>	<u>NELLIS AFB NV</u>	<u>SHAW AFB SC</u>	<u>EGLIN AFB FL</u>
MK-82	12	52	12	12
MAU-93 Fin	12	16	12	12
MK-15 Fin (High Drag)	12	36	12	12
MK-84 Bomb	4	12	4	4
MK-84 Fin	4	12	4	4
GBU-10	2	6	2	2
GBU-12	4	4	4	4
GBU-15	2	2	2	2
SUU-25	4	6	4	4
SUU-30	6	6	6	6
MK-20	6	6	6	6
AGM-45	2	2	2	2
AGM-65	2	10	2	2
AGM-78	1	1	1	1
105mm	0	3	0	0
AIM-4	0	2	0	0
AIM-7E	4	8	4	4
AIM-7F	4	4	4	4
AIM-9L	4	8	4	4
AIM-9P	4	10	4	4
20mm	100	300	100	100
30mm	50	50	50	50
40mm	0	3	0	0
BDU-33	0	6	0	0

MUNITIONS STATIC DISPLAY PACKAGES (Figure 2) (Continue)

LOCATIONS/QUANTITIES

<u>ITEMS</u>	<u>LANGLEY AFB VA</u>	<u>NELLIS AFB NV</u>	<u>SHAW AFB SC</u>	<u>EGLIN AFB FL</u>
BDU-38	0	1	0	0
MK-106	0	6	0	0
MK-24/LUU-2	0	10	0	0

Remarks:

1. SOW has inert 105mm (8) and 40mm (5) munitions.
2. Support equipment for these displays listed in TA-814.

SECTION VII

Tactical Fighter Firepower/Weapons Demonstrations

F-4-1. Introduction

To simplify the administration of requests for tactical demonstrations and to provide the requestor with the highest quality program possible, HQ ACC has established munitions display packages that provide a well-rounded display of tactical fighter capability. The **Figure F2** lists munitions authorized for inclusion in each package.

F-4-2. Standard Demonstration Procedures

The unit detachment will arrive at the staging base by 1200 at least six days before demonstration. The following sequence of events apply:

- a. First Day. Briefing by Air Force tactical unit project officer and the Army unit project officer on all aspects of the demonstration, to include local flight procedures to be used while at the staging base. All mission pilots will conduct a familiarization visit to the target area to ensure target recognition and coordinate approach corridors, hot gun routes, timing, and communication procedures.
- b. Second Day. A combined familiarization flight and dry practice during the morning to acquaint pilots with the target area and to set up proper timing, aircraft spacing, and communication procedures with the FAC. A practice during the afternoon using inert or live ordnance, as appropriate.

c. Third Day. Two rehearsals, using inert or live ordnance, as appropriate.

d. Fourth Day.

(1) A complete dress rehearsal involving expenditure of live ordnance and including approved commentary. Ordnance load will be composed of the same type and amount of munitions to be expended during the actual demonstration. Suitable substitute ordnance may be expended during wet rehearsals if sufficient ordnance is not available for the dress rehearsal and actual demonstration.

(2) When considered necessary by the Air Force tactical unit commander, additional rehearsals to insure excellent results on the demonstration.

(3) A live weapons demonstration will not be conducted unless there have been two practice rehearsals with ordnance and one successful dress rehearsal in the demonstration target area before the scheduled demonstration.

(e) Fifth Day. A day of stand-alone for maintenance or for any rehearsals not conducted.

f. Sixth Day. Actual demonstration. The appointed officer presents the approved commentary over the public address system while aircraft deliver ordnance in support of the tactical problem.

F-4-4. Standard Munitions Load

a. The target area orientation flight and practice rehearsals will be done with practice or live munitions, as appropriate. Normally, the dress rehearsal will be loaded with the same munitions as those used in the actual demonstration.

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b. Aircraft carrying hung ordnance or live ammunition and any aircraft having a gun malfunction will not be permitted to participate in any fly-by or air show at any time. The minimum altitude for fly-bys will be 500 feet above the terrain, unless otherwise directed by HQ FORSCOM or higher headquarters.

c. Specific fusing instructions for bombs and other munitions having optional fusing capabilities must be included in operational/frag orders for practice rehearsals and active demonstrations.

F-4-5. Demonstration Supervision and Control

a. An Air Force mission commander, colonel or higher, will be appointed to exercise on-the-scene command and control of the fire-power demonstration. The mission commander will direct and control ACC participation and will authorize all launch flights while in the employment phase of the operation. The mission commander is authorized to make on-the-spot changes to the demonstration in the interest of safety or when unusual events have caused exclusive air craft delays, aircraft cancellation, or ordnance delivery failures. If time permits, predetermined schedule changes, will be coordinated with the PAO.

b. An Air Force rated field grade officer will be appointed as demonstration project officer to represent the wing performing the demonstration and will be directly responsible to the mission commander during planning and employment phase of the operation.

c. A qualified FAC will control the attacks during the practice and actual demonstration.

d. The requesting unit will provide air-ground communications facilities for the FAC, a public address system for the commentator with tie-in with the FAC, and necessary communication facilities between the demonstration area command post and the aircraft staging base.

SECTION VIII

Instructions for Preparing Close Air Support Request

F-5-1. Purpose

State the purpose and scope of problem or exercise as pertains to air-ground training.

F-5-2. Type Air Support

a. Ordnance. Indicate live or simulated.

b. Place of Exercise. Indicates general location of exercise, such as Fort Bragg, NC.

c. Date(s), Times, Sorties. Indicates date(s) inclusive date(s), times, and number of sorties desired for each exercise or problem. For example:

5 Feb 9X; 1000-1200; 4 sorties

6 Feb 9X; 1300-1500; 4 sorties

d. Alternative Date(s). Indicate date(s) when exercise can be conducted if cancellation on primary date(s) is necessary due to bad weather or other unforeseen circumstances.

e. Rehearsal Date(s). Indicate rehearsal date(s) desired. For firepower problems, a minimum of five rehearsal periods is required by supporting air unit.

f. Type Ordnance. Indicate type ordnance desired: Napalm, bombs, rockets, machine gun, or cannon.

F-5-3. Observers to Witness Problem Exercise

a. Target for Air Attack. List actual or simulated targets and methods to be used to mark targets or terrain features for air strikes.

b. Range or Area to be Used. Location of range and, if live ordnance is desired, include statement that range or area satisfies Air Force safety requirements.

c. Communications and Control. List air and ground communications to be used in problems or exercises, and request the number of tactical air control parties desired in addition to those permanently assigned. (Primary and alternate radio communications with the aircraft must be provided).

d. Plan of Presentation. Indicate sequence of air events desired (bombs, rockets, napalm, strafe, LABS maneuver, simulated ordnance attacks, etc.).

e. Participation by Other Type Aircraft. Indicate all other type aircraft that will be participating in the problem or exercise, such as reconnaissance, airlift or rotary.

F-5-6. Coordinator

Indicate the name, grade, address, and office telephone of the officer designated to coordinate details of this support with the Air Force unit providing the support.

F-5-7. Remarks

Indicates the earliest date, time, and place that an initial coordinating conference can be held between Army and Air Force project officers and any information not covered in the other items.

APPENDIX G

Aviation

G-1. Purpose

This appendix establishes policies; prescribes goals, priorities and requirements; defines responsibilities; and delegates authority for the conduct of aviation training in FORSCOM active Component (AC) and Reserve Component (RC) units.

G-2. Scope

This chapter supplements and focuses guidance found in TC 1-210 (Commander's Guide), the Aircrew Training Manuals (ATM), and Army Training Management System publications, particularly FM 25-100, FM 25-101, AR 350-1, FORSCOM/ARNG Reg 350-2 and FORSCOM 350-1. It will be used with references to develop unit, aircrew and individual training programs. It is assumed the user of these regulations has a working knowledge of their content.

G-3. Waivers

Waivers to ATM requirements or those imposed by this regulation are discouraged. They diminish wartime mission capacity. Waivers will only be approved for finite periods and as a consequence of circumstances beyond individual or unit control. Unit waivers necessitated by resource constraints such as inadequate facilities or training areas must be overcome either through improvement of local conditions or, if no other means can be found, force structure or stationing changes.

G-4. FORSCOM Aviation Training Goals

- a. Develop and sustain combat ready aviation units capable of executing their wartime and peacetime missions.
- b. Increase multi-echelon and combined arms training.
- c. Strengthen WARTRACE training relationships.
- d. Maximize use of simulation.
- e. Maximize required flight training during service missions.
- f. Lower aviation mishap rates.

G-5. FORSCOM Aviation Training Priorities

- a. Mission essential task list training.
- b. All weather, around-the-clock individual and crew flight training.
- c. Aircrew coordination training.
- d. Maintenance training.

- e. Survival and aviation life support equipment training.
- f. Aircrew emergency procedures training.
- g. Aircrew survivability equipment training.

G-6. Simulation

Simulation devices are for individual and collective training, to include emergency procedures and ASE, and should be an integral part of every commander's training plan. Innovation in simulation devices use will maximize their potential to provide effective training at low cost. Planning for simulator/training device use should be as comprehensive as that prior to actual flight. When simulation devices are available, cost savings and training efficiencies obtainable through their use must be captured by using them to the maximum allowable extent.

- a. Instrument and tactical flight simulators are located throughout CONUS. Details of the FORSCOM flight simulator program are at TAB B.
- b. ASET II (Aircraft Survivability Equipment trainers) are distributed to all aviation units. Unit commanders will develop written training policies to ensure that crewmembers meet, as a minimum, the requirements of TC 1-210.

G-7. Standing Operating Procedures

Written training SOPs are the backbone of a unit's internal standardization. Subjects required in unit and ASF training SOPs are as a minimum those specified in AR 95-1, AR 385-95, FORSCOM Regulation 385-1, TC 1-210 and any specific areas selected by the commander to meet unit missions.

G-8. Tactical Flight Training Requirements

Tactical skills provide the basis for a unit's all-weather, around-the-clock combat capability. Aviation unit commanders will determine the tactical training requirements as a part of the METL development process and include them in the individual ATPs and unit training plan.

G-9. Periodic Academic Training and Briefing Requirements

Subjects will be taught/briefed on an as needed basis, determined by the unit commander. This regulation does not eliminate ATM, local or safety regulatory requirements.

G-10. Special Training

- a. Deck Landing Qualification Training (DLQT).
 - 1 Only aviators in units with valid

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requirements to support joint exercises or contingency plans will be qualified in deck landing operations.

2 Annual DLQT requirement projections must be submitted to CDR, FORSCOM. AFOP-AV, 1777 Hardee Ave SW , Fort McPherson, GA 30330-1062, NLT 15 June for the following FY. The FORSCOM will consolidate all requirements and coordinate with HQDA for training times and locations. Units are not allowed to make direct request for training to training facilities.

b. Under Water Egress Training (UET).

1 UET is a one day course (N-5) offered by the USN designed to train for proficiency in the under water escape and water survival skills. Qualification of all crewmembers is encouraged. Qualification of crewmembers in units with an overwater mission is required.

2 Units should forward annual requests for UET to CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue SW., Fort McPherson, GA 30330-1062, NLT 15 June for the following FY. The FORSCOM will consolidate requests, prioritize them and coordinate UET scheduling. Unanticipated, short fused requirements will be evaluated by FORSCOM on a case by case basis.

G-11. Flight Training Simulators

a. The CONUS flight simulator facility locations are listed with their respective geographic areas of support. Simulator facilities will provide support for all users within their geographic area regardless of component or distance from the simulator.

b. Aviators with AR 95-1 and ATM requirements should have first priority, followed by commander directed requirements and all others should have last priority.

c. Authorized staffing of simulator facilities is determined by support requirements. Annually, aviation unit commanders will forecast training requirements and provide them to the simulator facility. The requirements will be reported for each fiscal quarter by type simulator, total flight hours needed and projected dates for any weekend or evening support. Simulator facility commanders will use this information to develop command operating budget (COB). Aviation unit commanders will also forecast travel and per diem requirements to support simulator periods.

d. Simulator facilities which are unable to meet user demand due to unfinanced requirements will develop operation schedules which accommodate an equitable percentage of all user

requirements through inclusion of weekend and evening dates.

e. Simulator facilities will publish and distribute operating procedures and schedules to supported units. Units will coordinate actual use. Once schedules are established, participating units must make every effort to ensure periods are used. Simulator facilities should be notified of any cancellation no less than 72 hours in advance.

f. Units are not required to provide their own operators, instructors, or evaluators; however, prudence dictates that trained personnel should be available. Unit commanders and simulator commanders should establish and develop backup operator capability in units. Simulator facilities will develop a program of instruction (POI) to train unit personnel as operators. The POI will include standardization, currency and refresher training criteria. All training will be documented and all operators will be evaluated annually. Training and evaluation records will be maintained at the simulator facility.

g. Installation standardization sections will regularly evaluate simulator training through announced and unannounced inspections.

h. Listed below is the simulator facility locations and the states they support.

1. AH-1 locations and states supported.

- (a) Indian Town Gap, PA MD, MI, NJ, NY, OH, PA, RI, TN and WI
- (b) Marana, AZ AZ, AR, CA, CO, IA, HI, MN, MO, NE, TX, and WA

2. AH-64 location and states supported

- (a) Fort Bragg, NC FL, GA, NC and SC
- (b) Fort Campbell, KY KY, TN
- (c) Fort Hood, TX TX
- (d) Marana, AZ AZ, CO, ID and UT

3. CH-47D locations and states supported.

- (a) Fort Campbell, KY CT, GA, IA, IL, KY, NC, PA and VA
- (b) Fort Hood, TX KS, LA, MS, OK, TX and USARSO
- (c) Fort Lewis, WA AK, CA, HI, NV, OR and WA
- (d) Fort Rucker, AL AL and GA

4. UH-60 location and states supported.

- (a) Fort Bragg, NC NC, and VA
- (b) Fort Campbell, KY IN, KY, and TN
- (c) Fort Carson, CO AZ, CO, and UT
- (d) Fort Hood, TX LA, and TX
- (e) Hunter AAF, GA GA, PR, and USARSO
- (f) Indian Town Gap, PA DC, MD, NY, OH, and PA

- (g) Fort Lewis, WA CA, ID, MT, and WA
- (h) Fort Riley, KS IA, IL, KS, OK, and WI
- (i) Fort Rucker, AL AL, and MS
- (j) Fort Shafter, HI HI
- (k) Fort Wainwright, AK AK
- 5. UH-1 location and states supported.
- (a) Fort Knox, KY KY, OH, and TN
- (b) Peoria, IL IA, IL, IN, and MI
- (c) Fort Carson, CO AZ, CO, and UT
- (d) Fort Hood, TX AR, OK, NM, LA, and TX
- (e) Camp Ripley, MN ND, SD, MN, and WI
- (f) Indian Town Gap, PA MDW, DC, MD, NJ, and PA

- (g) Fort Lewis, WA OR, ID, MT, WA, and WY
- (h) Fort Riley, KS MO, NE, CO, KS, and WI
- (i) Fort Rucker, AL AL, MS, GA, and FL
- (j) Fort Shafter, HI HI
- (k) Fort Wainwright, AK AK
- (l) Fort Belvoir, VA VA, WVA, NC, SC, PR, RI, VI, and DE
- (m) Westover, MA MA, NY, ME, CT, VT, and NH

APPENDIX H

Electronic Warfare

SECTION I

General

H-I-1. Purpose

This appendix provides policy and guidance for training of individuals and units in Electronic Warfare (EW).

H-I-2. Applicability

This appendix applies to all FORSCOM Active and Reserve Component Units for which the Commanding General, FORSCOM, has training responsibility, and to the National Guard when federalized.

H-I-3. Policy

Electronic Warfare is a form of combat power in the same sense as maneuver and firepower and should be planned as an integral part of all tactical training exercises. The basic Army EW policy is in (S) AR 525-22, Electronic Warfare (EW) Policy (U).

H-I-4. Objectives

The objectives of EW training are to instruct commanders, staffs, and operating elements at all levels in:

- a. The concept and doctrine for electronic warfare to include electronic Combat (EC), electronic protection (EP) and electronic warfare support (ES).
- b. The use of Signal Intelligence (SIGINT) to support EW.
- c. The command and operational relationships with assigned EW assets.
- d. Actions to be taken by units to operate organic communications-electronic (C-E) equipment in a hostile electromagnetic environment, including standing operating procedures, to be used when electronic protection (EP) are ineffective.
- e. The use of C-E equipment in support of tactical cover and deception operations.
- f. The use of Signal Security (SIGSEC) resources in support of EW

H-I-5. Explanation of Terms

- a. Electronic Warfare (EW). Military action involving:

- (1) Electronic Attack (EA). The use of either electromagnetic or directed energy to attack personnel, facilities, or equipment with the intent of

degrading, neutralizing, or destroying an enemy combat capability.

- (2) Electronic Protect (EP). Protection of friendly combat capability against undesired effects of friendly or enemy employment of electronic warfare.

- (3) Electronic Support (ES). Actions tasked by, or under the direct control of, an operational commander to search for, intercept, identify, and locate sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition. Also called EW. The EW is divided into three components: EA, EP and ES.

- b. Electronic Attack: The EA focuses on offensive use of electromagnetic or directed energy to attack enemy combat capability. It combines non-destructive actions to degrade or neutralize, such as electromagnetic jamming, electromagnetic deception, and nondestructive directed energy, with the destructive capabilities of anti-radiation missiles (ARM) and future directed energy weapons.

- c. Electronic Protect: The EP focuses on protection of friendly forces against enemy employment of EW and against any undesirable effects of friendly employment of EW. This includes the protection of personnel, facilities, and equipment from destructive and nondestructive effects of electromagnetic and directed energy warfare systems.

- d. Electronic Support: ES focuses on surveillance of the electromagnetic spectrum that directly supports an operational commander's electromagnetic information needs that, in turn, support immediate decision making for employment of EW or other tactical actions such as threat avoidance, targeting, or homing. The "operational commander" could be the Joint Force Commander using ES data provided by tactical or national collection resources, or an aircraft commander responding to radar warning receiver indications. The ES actions include the configuration and operational tasking of ES resources establishing the process by which associated electromagnetic data is transmitted to the using commander, and using the received data for tactical decision making. Although not an ES action, there should be a process for timely dissemination of ES data up echelon through the Joint Force Commander's intelligence organization.

H-I-6. Responsibilities

Commanders at all levels should conduct vigorous and continuous unit and individual EW programs, to include:

- a. Orientation on the limitations and vulnerabilities of friendly C-E devices to enemy EW actions.
- b. The ability to plan the employment of EP and ES and to execute the plan using assigned EW unit.
- c. The capability to operate C-E equipment in the presence of enemy EA by employing EP and alternate means of communicating.
- d. The ability to use C-E equipment in support of tactical cover and deception plans and interface with the unit Operations Security (OPSEC) program.
- e. The ability to use SIGINT and SIGSEC resources in support of EW operations.

SECTION II

Electronic Warfare Conduct of Training

H-II-7. General

Training for operations in a hostile electromagnetic environment will be integrated into all phases of the normal training program of all units using C-E devices and radar-directed weapons systems.

- a. Training will emphasize the development of a capability to operate in a hostile EW environment.
- b. Training for staff officers will include developing a capability to plan for, coordinate, write orders for, and integrate EW in support of operations.
- c. The EW appendix to operations orders should, as a minimum, contain procedures for:
 - (1) Requesting permission to conduct EA operations.
 - (2) Reporting machining, intrusion and jamming by opposing forces.
 - (3) Format and type of information to be reported Intrusion, Jamming and Interference.
 - (4) Coordinating instructions concerning employment of friendly EW elements.
- d. Guidance for effectively integrating EW training into all phases of the normal training program is outlined in (C) FM 32-30, Electronic Warfare (EW) (U).
- e. Plans and operations involving EP against aerial operations will be reviewed by the staff aviation officer for aviation safety implications.

H-II-8. Operator Training

Operators of C-E and fire control equipment will receive training that emphasizes EP techniques for that equipment.

- a. Individual and team training will develop the skills of C-E and fire control equipment operators to work through jamming and to avoid or cope with attempted intrusion or imitative deception operations and will include actions to be taken if enemy EA negates the use of the equipment.
- b. The training will include techniques for recognizing the differences between jamming, atmospheric/environmental interference, and maintenance difficulties.
- c. Training will also include detuning procedures, frequency changes, proper siting of equipment, transmission security practices, and the propose use of anti-jam devices engineered into the circuitry of the equipment.

H-II-9. Unit Training

- a. Unit training must emphasize all actions that will enhance capabilities to operate in a hostile EA environment and that will simultaneously emphasize all OPSEC procedures to effectively deny information to the enemy. Training should be conducted for combat units of battalion size by the parent brigade using EP and ES from assigned Electronic Warfare/Intelligence Units. The EP training required for operators of radar-directed weapons systems will be conducted by the parent battalion and brigade using simulators and USAF assets when available.
- b. Training objectives will include but not be limited to:
 - (1) Staff knowledge of the capabilities and limitations of EW.
 - (2) Staff training in integrating all aspects of EW (EA, EP, and ES) into estimates, plans, and orders.
 - (3) Staff training in the use of SIGINT as it supports EW operations.
 - (4) Training in the control and direction of EW and SIGSEC resources in support of tactical objectives.
 - (5) Training in evaluating EW play during exercises and maneuvers to assess problem areas.
- c. As a minimum, units should conduct and be evaluated on that EW training prescribed in the unit ARTEP. Some ARTEPs for combat support and

combat service support units may not include EW. In such cases, EW training should be prescribed by the parent unit (battalion, DISCOM, etc.). Basically, the greater the number of C-E devices in a unit, the greater the need for EW training.

d. Unit training exercises should include an evaluation of unit operating procedures during enemy EA activity. These procedures are normally included in the CEOI. The objectives of this training are:

(1) To determine the degree of EP skill of maintenance personnel and operators of organic C-E and radar equipment.

(2) To determine what changes, if any, are required in CEOI regarding alternate means of communication when EA activity is encountered.

e. The time allocated for EP operations during an exercise should be increased to realistically simulate current threat EW capability and doctrine. The EP should be directed against the primary radio nets and radars of participating units and should be conducted during critical phases of key operations.

f. Electronic warfare evaluation should be included in all tactical training reports (e.g., ARTEP, tactical exercise, joint exercise).

g. The above training and training objectives are integral to the commander's responsibility for using EW in support of Army field operations.

H-II-10. Evaluation

a. The ARTEPs and proficiency tests are used to evaluate standards of proficiency. Evaluation reports should include specific comments on the capability of the tested unit to accomplish its mission in an EW environment.

b. Evaluation of EW play should be included in tactical training exercises conducted at brigade, regiment, group, and higher levels. Recommended evaluation format is in Section IV.

c. For units having radar-directed weapons systems, an evaluation of EW play should be an integral part of all tactical training conducted by battalions and brigades.

SECTION IV

Evaluation of Electronic Warfare in Tactical Training Exercise

INTRODUCTION:

H-1-1. General description of the exercise.

H-1-2. Concept of EW operations (attach copy of EW Plan, EW Appendix to OPORD, etc., if published).

DISCUSSION:

H-1-3. Methodology of evaluation.

H-1-4. Description of pre-exercise planning/training coordination.

H-1-5. Description of EW assets employed by each participating force (number of personnel, numbers and nomenclature of equipment).

H-1-6. Procedures for tasking EW assets.

H-1-7. Description of actual EW play during exercise.

CONCLUSIONS:

H-1-8. Appraisal of EW effectiveness during the exercise.

H-1-9. Conceptual/doctrinal deficiencies in employment of EW.

H-1-10. New operational capabilities required.

RECOMMENDATIONS:

H-1-11. How to best integrate EW into tactical training exercises.

H-1-12. Recommended changes in doctrine/concepts.

H-1-13. Methods for improving individual/unit EW training.

APPENDIX I

Jungle Operations Training Center (JOTC)

I-1. Introduction

The JOTC is a USARSO training facility located at Fort Sherman, Panama. The JOTC is manned and operated by the Jungle Operations Training Battalion (JOTB). The mission of JOTB is as follows:

- a. Train light units in the conduct of jungle combat operations.
- b. Provide specialized jungle training to units and individuals of the Army, other Services, and other government agencies.
- c. Serve as the field proponent for FM 90-5 Jungle Operations.
- d. Support USARSO contingency operations.
- e. Provide the garrison commander and staff for Fort Sherman.

I-2. Training - General

a. The JOTB conducts the following standard training courses:

- (1) Jungle Warfare Course (JWC) for light infantry battalions.
- (2) Engineer Jungle Warfare Course (JWC-E) for non-division engineer companies.
- (3) Aircrew Survival Course (ASC) for SOUTHCOM-assigned aircrew.

b. For all courses the Commander, JOTB, in consultation with the rotating unit commander, is authorized to modify the Program of Instruction (POI) to accommodate specific unit training requirements. As well, the Commander, JOTB, is authorized to develop non-standard POIs to meet the needs of specialized units or agencies, provided such activities do not detract from other scheduled training.

a. The JWC is a 3 week course designed to train Army and USMC light infantry battalion task forces to live, operate and fight in a jungle environment. Training is progressive from individual through battalion, with the focus at squad and platoon levels. The core POI includes the following:

- (1) Jungle living
- (2) Waterborne operations
- (3) Mines and booby traps
- (4) Jungle navigation
- (5) Field expedient antennae

b. In addition to the core POI, separate training tracks are conducted for infantry companies, mortar, scout and engineer platoons, and the OPFOR. Training culminates in a task force FTX.

c. A special 2-week POI is provided for RC units, consisting of the core POI and the specialist tracks.

d. Instructor/Observer/Controllers (I/O/Cs) are available to cover all Battlefield Operating Systems (BOSs), less ADA. After-Action Reviews (AARs) will be conducted by I/O/Cs after all training events.

I-3. Jungle Warfare Course - Engineer

The JWC-E is 4 weeks long, and consists of the core POI and engineer track. The remaining time involves engineer construction tasks in support of JOTC.

I-4. JWC Troop List

a. The JWC is designed to train a light infantry battalion task force, with a maximum of 650 all ranks, organized as follows:

- (1) HHC.
- (2) Three rifle companies, each with HQ, 3 rifle platoons, mortar section, and FIST team.
- (3) Mortar platoon of 6 tubes (Note - only 60mm and 81mm mortars can be fired on Fort Sherman).
- (4) Scout Platoon of 3 squads.
- (5) Engineer platoon of 3 squads.

b. Unit commanders may elect to bring additional soldiers to fill out rifle squads, etc, provided personnel are DMOS qualified, and that the overall personnel ceiling is not exceeded. Exceptions to the troop list must be approved by the Commander, JOTB.

c. The Commander, JOTB, is authorized to modify the POI to accommodate battalions organized with a D Company (e.g. 82d ABN, 101st AASLT Divisions). The D Companies can be used as either OPFOR or BLUEFOR during the task force FTX, as agreed to between the Commander, JOTB, and the rotating unit commander.

d. The troop ceiling may be adjusted to 720 only if the unit is supplying its own FTX OPFOR company.

I-5. Scheduling Procedures

a. The ASC is scheduled by JOTB in conjunction with theater-assigned air and aviation units.

b. The USARSO is responsible for overall scheduling between MACOMs. [However, HQ FORSCOM has priority for JWC and JWC-E rotations IAW MOU dated July 1995. Rotations not](#)

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used for FORSCOM will be controlled by USARSO. HQ FORSCOM will schedule JWC and JWC-E as follows:

(1) The HQ FORSCOM publishes draft FY schedules 24 months in advance to the corps, light divisions, and other interested parties (e.g. NGB, USASOC, USARPAC, USARSO, USMC).

(2) Draft schedules are coordinated and adjusted at the Combat Training Center (CTC) Scheduling Conference. After the CTC Scheduling Conference, HQ FORSCOM publishes final schedules for the next FY and second draft schedules for the following FY.

(3) Once the schedule has been published, direct liaison is authorized between JOTB and the rotating units to coordinate training and support.

(4) Rotating units and POCs should be identified to JOTB not later than 10 months in advance.

(5) Once units have been identified, JOTB will send a Memorandum of Instruction (MOI) to assist in preparation for deployment and training at JOTC.

(6) Units will conduct a liaison visit to JOTC approximately 4 months in advance to coordinate final details. Units will furnish copies of training plans to JOTB and FORSCOM Training Division within 2 weeks of their liaison visit.

I-6. OPFOR

An additional rifle company is required to provide OPFOR during the task force FTX. The OPFOR companies may come from USARSO, USMC, or the Reserve Components. If companies are not available from these sources, then rotating battalions will be required to bring a fourth rifle company to act as OPFOR.

I-7. Logistics:

a. Logistics support while in Panama, will be detailed in the MOI.

b. Units are responsible for arranging their own transportation to and from Fort Sherman. The

JOTB will provide transportation during training. JOTB has a limited number of tactical and administrative vehicles available for hand receipt to units. Any additional vehicle requirements will be the responsibility of rotating units.

c. In order to reduce transportation costs, JOTB prepositions a variety of supply items.

I-8. Finance

a. Forces Command will fund transportation for FORSCOM units to and from Panama. Once the annual FY program is approved, FORSCOM will provide OMA (Mission) funding to applicable installations. Funds will be allocated by organizational Management Decision Package (MDEP) DFTN, and identified against specific JOTC rotations.

b. Forces Command budget estimates are based on an average battalion lift requirement of one C-130/C-141 for ADVON and palatalized cargo, and 2 wide-body commercial jets for the main body. Units wanting to bring their own vehicles, or other bulky equipment, must fund any additional aircraft requirements.

c. Other MACOMs and services are responsible for funding their respective units' transportation requirements.

I-9. Points of Contact (POC):

POCs are as follows:

a. Headquarters, FORSCOM:

(1) Scheduling and Policy - JOTB Staff Coordinator, DCSOPS Training Division, DSN 367-7099, FAX 6554/6130, Commercial (404) 464-7099

(2) Funding - DCSOPS Program Office, DCSOPS, DSN 367-6029, FAX 6098.

b. USARSO - Chief, Training, DSN 313-287-5116, FAX -6653

c. JOTB - S3, DSN 313-289-6315/6287, FAX -6254.

APPENDIX J

Intelligence

SECTION I

General

J-I-1. Purpose

This appendix sets policy and provides guidance for individual, unit, and intelligence staff training within FORSCOM. The training will support Intelligence XXI (INTEL XXI), the Army's concept for Force XXI intelligence operations.

J-I-2. Policy

Intelligence readiness is our primary mission. Our efforts should be focused on providing intelligence support to enable FORSCOM forces to mobilize rapidly, deploy, fight, and redeploy for missions worldwide. The essence of readiness is training proficiency. All Military Intelligence (MI) soldiers must be trained to fight and win in a tactical, joint, and multinational environment. We must take every opportunity to get intelligence Mission Essential Task List (METL) training while executing operational commitments and support missions. The direct linkage between National Military Strategy and combatant command mission requirements and training must be realized, trained, and executed.

J-I-3. Applicability

This appendix applies to FORSCOM Active and Reserve Component (AC and RC) units and to organizations and activities which may be required to conduct military operations. Throughout this appendix, the term RC applies equally to the Army National Guard (ARNG) and the United States Army Reserve (USAR) unless otherwise noted.

J-I-4. Training Philosophy

Intelligence Training XXI is the Army's concept for training MI soldiers, leaders, and forces Army-wide to perform effectively on the Army XXI battlefield. It is also the concept by which combined arms commanders and their WARFIGHTER staffs will achieve proficiency in employing the Intelligence Battlefield Operating System (IBOS). It provides several enablers to improve individual and unit training. Finally, it is the concept to transition the Intelligence Center to a "Schoolhouse Without Walls" that is capable of and committed to the notion of seamless support to intelligence readiness across the Army.

The concepts and associated skills required by this strategy to produce effective intelligence support apply to all forms of future operations: traditional mid-intensity conflict and what is known today as nontraditional Stability and Support Operations (SASO), such as peacekeeping, peace support, nation building, and humanitarian assistance. The principles applied to providing intelligence in these two different operational settings are the same, but there will be significant differences in techniques and emphasis owing principally to differences in Operational Tempo, size of the battle space, environment, diversity of the threats, and different demands placed on the system by the commander in terms of resolution, accuracy, and timing.

The end-state envisioned for INTEL XXI is the development, implementation, and sustainment of training and an intelligence training system at individual, collective, and institutional levels that will produce a joint information age intelligence soldier able to perform across the spectrum of Army XXI missions and operations – technically, tactically, with a goal of enhanced leadership. Effectively embedded, INTEL XXI will also produce combined arms commanders and WARFIGHTER staffs who understand U.S. intelligence capabilities--Army, joint, national, and international--who are proficient in the integrated, synchronized application of the non-lethal combat power afforded by those capabilities across the full range of future missions and operational settings.

a. Training the IBOS means training commanders, MI leaders, soldiers, and organizations. Commanders must understand the capabilities of the IBOS and be trained to drive and integrate the system with their operations. The MI leaders must understand the tactics of their supported command and learn to synchronize Intelligence and Electronic Warfare (IEW) operations with the commander's concept of operation. They must be capable of meeting the commander's need for timely, coherent, concise, and comprehensive understanding of the enemy and the operational environment, to include the cultural and human influences that affect the adversary's capabilities and actions. The MI leaders must also anticipate future requirements and assist the supported commander in the translation of operational requirements of the Commander's Critical Information Requirements. The MI soldiers must master the technical, tactical, and leadership skills required to employ and maintain sophisticated intelligence systems on the battlefield.

b. Training the Total Force in the IBOS requires embedding realistic intelligence activities into unit training and that conducted in the Combat Training Center (CTC) programs. Whenever possible, commanders should expand the scope of training at these centers or home stations by linking field training exercises with computer simulations play at other locations. Combat information and intelligence should be incorporated into programs of system trainers and computerized battle simulations to provide realism to crew and staff training.

c. The desired end-state for training the intelligence force is a family of simulations that are able to drive school, unit-based, and CTC training with high fidelity, realistic visual and text simulations. Intelligence leader, soldier, and unit access to quality simulations must not be limited to major training events. Appropriate embedded training is required for all IEW systems.

d. Finally, we must take every opportunity to use distance learning to make training products, simulation data streams, and lessons learned easily available throughout the MI force.

J-I-5. Objective

To achieve the INTEL XXI end-state certain imperatives will drive all training and training development. The following three training imperatives must be evident in the operations plans (OPLANs)/concept plans (CONPLAN) developed to support each of the specific training objectives: seamless training architecture, realism, and proficiency.

a. The primary objective is for AC and RC units to attain and maintain intelligence readiness in the following categories:

- (1) Training intelligence units and personnel, intelligence staff, and the individual soldier.
- (2) Providing wide area, multi-spectral surveillance of the battle-space.
- (3) Aggregating and fusing bottom-up with top-down information and disseminating it to the supported commander.
- (4) Producing an “in-time” common relevant picture for battlefield visualization and situational awareness.
- (5) Accurately locating, identifying, and tracking High-Pay-off Targets and conducting Battle Damage Assessment (BDA).
- (6) Conducting Command and Control Warfare operations.
- (7) Supporting force protection operations.
- (8) Assisting in friendly force tracking.

(9) Accessing, leveraging, and operating with joint and multinational capabilities.

J-I-6. Commander's Responsibility

Commanders at all levels will establish intelligence training programs to ensure that all intelligence staff understand the intelligence system and its capabilities and limitations, tactical to strategic, by requiring that:

- a. Intelligence personnel are proficient in their Military Occupational Specialties (MOSs).
- b. Intelligence units and staff agencies are able to perform their combat mission in accordance with applicable Mission Training Plans, Field Manuals (FM), Training Circulars, Army Regulations (AR), METL, Battle Tasks, and OPLANs/CONPLANs.

SECTION II

Intelligence Training

J-II-7. Unit Intelligence Training

a. Intelligence training must be continuous and integrated with other training, particularly field training. Intelligence training must emphasize the following fundamental intelligence tasks: Direct, Collect, Analyze, Disseminate, Present, Attack, and Protect.

b. Critical common tasks for individual soldiers - skill levels 2, 3, and 4 - can be found in STP 21-24-SMCT, Soldier's Manual of Common Tasks. The seven (7) individual Army common tasks for which MI is the proponent are:

- (1) Report intelligence information (301-371-1000).
- (2) Implement Operations Security (OPSEC) measures (301-371-1050).
- (3) Enforce personnel security policies (301-371-1051).
- (4) Protect classified information and material (301-371-1052).
- (5) Integrate the Intelligence Preparation of the Battlefield (IPB) process into mission planning (301-371-1100).
- (6) Employ Indications and Warnings (I&W) warfare assets (301-371-1150).
- (7) Process captured material (301-371-1200).

c. Leaders and trainers must establish effective training plans and programs which develop and integrate individual skills and collective tasks.

d. In addition to training to fight and survive on the modern battlefield, an effective unit

training program also includes other common subjects which are a significant part of the individual soldier's professional development. The AR 350-1, Army Training, lists common training subjects and provides the regulation prescribing the training required and frequency of instruction.

J-II-8. Intelligence Staff Training

a. Intelligence staffs at all levels of command will be trained in the following doctrinal intelligence functions: Indications and Warning (IW), IPB, Situation Development, Target Development and Support to Targeting, Support to Force Protection, and BDA.

b. The training will be focus on the seven (7) intelligence tasks which represent what must be done to provide war-fighters with dynamic and responsive intelligence support. The intelligence tasks are as follows:

(1) **Direct.** The intelligence staff must be able to direct the full range of reconnaissance, intelligence, surveillance, and target acquisition (RISTA) assets to include organic, joint, national, and multinational. Input from all battlefield sensors (manned and unmanned) and soldiers must be managed and fused to provide a dynamic, accurate picture of the battle-space. To effectively direct the intelligence and RISTA systems in Force XXI, intelligence staffs must be able to dynamically plan, coordinate, and synchronize the RISTA mission using visual displays, artificial intelligence, and automated synchronization matrices.

(2) **Collect.** Intel XXI collection systems will enable commanders to see their extended battle-space with great fidelity. Intelligence staffs must be trained on a wide range of collection systems that are modular, tailorable, automated, full spectrum, wide area, and accurate. Intelligence staffs must also be trained in using the information provided by front line soldiers, Special Operations Forces, Long Range Surveillance Units, Counter-Intelligence (CI) Teams, interrogators and other specialized Human Intelligence (HUMINT) operations, fusing it with the data from high technology sensors to answer the commander's Priority Intelligence Requirements. The SASO, as demonstrated in Haiti and Bosnia, will require increased emphasis on HUMINT assets and soldiers operating on the ground to provide the required intelligence.

(3) **Analyze.** As the extended battle-space grows and the speed of operations increases in Force XXI operations, intelligence staffs must be knowledgeable in IEW systems common to all

echelons for the rapid processing, analysis, and throughput of intelligence and RISTA information, to include the aggregation and fusion of bottom-up with top-down feeds. Analysis including the processing of intelligence data while on the move will be required to support continuous operations.

(4) **Disseminate.** Intelligence staffs must be able to provide commanders an uninterrupted flow of, or access to, intelligence "on-the-move" to support dispersed operational forces conducting distributed operations.

(5) **Present.** The commander's understanding of the battle-space and the enemy situation is fundamentally derived from a coherent and timely "picture" of the battle-space presented by the intelligence staff. "Present" encompasses battlefield visualization; an understanding of what the available information means in terms of the following six dimensions of the battle-space: width, depth, height, time, electromagnetic, and human interface.

(6) **Attack.** Intelligence staffs require a thorough understanding of the adversary command and control structure and the decision making process to recommend to the commander how to effectively attack it.

(7) **Protect.** Intelligence staffs must understand and be able to graphically depict the information battle-space for effective protect planning and execution.

SECTION III

Schools

J-III-9. Policy

a. Unit and installation intelligence schools and courses may be established and conducted, as required, to train individuals in intelligence-related tasks, but not for intelligence MOS qualification. [Intelligence MOS sustainment training is authorized at the unit and installation level. The priority for individuals serving in RC intelligence MOS positions, who are not MOS qualified in that position, is to attend formal school MOS qualification training instead of annual training with the unit.](#)

b. [To minimize resident training, off-site training/distance learning will be conducted at locations that have resources needed to support the target population for the training. Off-site training may be delivered in unit or Army Learning Center. All training and training environments should be as realistic as possible.](#)

J-III-11. Schools

a. The TRADOC schools, centers, courses, and dates are listed in DA Pam 351-4. Schools directly involved in intelligence training are:

(1) United States Army Intelligence Center and Fort Huachuca (USAIC & FH).

(2) Defense Language Institute, Foreign Language Center (DLIFLC).

(3) Joint Military Intelligence Training Center (JMITC).

b. The Training Area Support System (TASS) Regional Intelligence Training Battalions (RITBs) in the TASS Regional Combat Support Training Brigades supplement AC service schools. The TASS RITBs provide MOS qualification and professional development courses for RC students and support RC intelligence training needs. Active Component personnel may attend for familiarization, but not for MOS/SSI qualification.

SECTION IV

Training Exercises

J-IV-13. Collective Training

a. Intelligence units can no longer focus collective training on the demands of single, detailed contingency plans, in many cases, even a single theater. Our force structure is smaller, the international security situation has many uncertainties, and our military strategy requires a force capable of full spectrum dominance. The MI Commanders and S2s/G2s must focus their limited training time on fundamental tasks. The units that can accomplish the seven intelligence tasks listed in J-II-2 will be in a solid position to achieve, through post-mobilization training, necessary proficiency to accomplish the specific mission requirements.

b. Training the Total Force in the IBOS requires embedding realistic intelligence activities into unit training and that conducted in CTC programs. Whenever possible, MI Commanders should expand the scope of training at the CTCs and home stations by linking field training exercises with computer simulations play at other locations. Combat information and intelligence should be incorporated into programs of system trainers and computerized battle simulations to provide realism to crew and staff training and promote interoperability.

c. Units can expect a number of intelligence simulation initiatives to assist collective training at the CTCs and home stations in the near future.

(1) The Federation of Intelligence,

Reconnaissance, Surveillance and Targeting, Operations, and Research Models strategy for a federation of Joint Intelligence Surveillance Reconnaissance models will provide flexible, high fidelity, realistic, entity-based information across all Intelligence Surveillance Reconnaissance/Reconnaissance, Intelligence, and Targeting Acquisition functions from individual/crew to the national level until the advent of WARRIOR Simulation. Several intelligence simulators (Unattended Aerial Vehicle and the Joint Surveillance Target Attack Radar System) have been developed and successfully demonstrated.

(2) The Combat Synthetic Training Assessment Range (CSTAR) will be available starting in FY98 to select Army installations. The CSTAR is a battle command training system that provides collective training for brigade-sized organizations at the National Training Center and at home stations. The CSTAR creates a virtual battlefield that allows the brigade to train to the depth of its battle-space; the physical and temporal limits of its battle-space are defined by the ISR capabilities available. The ISR models replicate sensors from brigade and higher echelons. The CSTAR trains the brigade on how to receive, filter, interpret and otherwise manage the information derived from these sensors. It trains soldiers and crews to operate the sensor down-links and information processors.

SECTION V

Weather

J-V-15. Responsibilities

The Intelligence Staff officer (DCSINT, G2, S2) will integrate weather information into the total intelligence effort and assist the Staff Weather Office (SWO) as defined in AR 115-10 and FM 34-81. Intelligence staff officers must know the procedures and responsibilities for:

a. Initiating, coordinating, and consolidating requirements for weather information and service with the SWO.

b. Assessing the effects of weather on friendly and enemy capabilities.

c. Issuing weather information and weather intelligence.

d. Coordinating the activities of the SWO and attached Air Force weather units.

J-V-16. Exercise Training

a. United States Air Force (USAF) weather supporting units will participate in exercises to---

(1) Provide training for intelligence officers in working with AF weather personnel and coordinating weather support activities.

(2) Provide field training for AF weather personnel providing tactical Army support and using tactical weather equipment.

b. The development and fielding of the Integrated Meteorological System (IMETS) will serve as the integration (fusion) point for the weather data from a variety of sources. The IMETS is an automated, tactical, mobile, weather-data system designed to provide decision-aid information and timely weather and environmental-effects forecasts to appropriate command elements. For lower echelons without direct weather support (brigade and below), software on command and control systems will allow them to request weather information from a division IMETS and produce weather effects decision aids, using weather data passed through the Airborne Command, Control and Communications System. The IMETS capabilities will include:

(1) Satellite, tactical radio and mobile subscriber equipment communications.

A battle-scale forecast model for our high-resolution weather prediction (local)

(3) Automated decision aids for weather effects.

(4) Weather-forecasting decision aids.

J-V-17. Unit Training

Unit training will include orientation on the sources and availability of weather information as well as the effects of weather on tactical operations, weapons systems, and personnel.

SECTION VI

Security and Counterintelligence Training

J-VI-1820. Policy

a. The CI security training will be conducted to ensure that:

(1) Essential Elements of Friendly Information and classified information are protected from hostile intelligence collection and exploitation.

(2) Information of CI interest is reported. A favorable balance is maintained between operational requirements, cost-effectiveness and security considerations.

b. Priorities for security and CI training are:

(1) Information Systems Security

(2) Sensitive Compartmented Information

(3) Countersurveillance (CS)

(4) CI

(5) Hostile Intelligence Collection Threat

J-VI-1921. Information Systems Security (ISS)

a. The ISS encompasses computer security, communications security (COMSEC) and electronic security. The focus of ISS is to ensure that sensitive classified and unclassified information processed and transmitted by computer and communications systems are protected from compromise, disclosure, manipulation, and/or interruption of service. The ISS also includes measures necessary to protect friendly use of the electromagnetic environment from hostile intelligence gathering activities and electronic attack.

b. The objective of ISS training is to ensure that FORSCOM personnel are aware of the ISS threat and can implement the ISS practices and procedures to counter the threat.

c. Conduct of Training

(1) Individual.

(a) Personnel will be briefed on the ISS threat and of the practices and procedures to counter that threat.

(b) Communications/computer operators will be trained in COMSEC devices and procedures and transmission security procedures to include net discipline and self-monitoring.

(c) Radar operators will be briefed on the electronic intelligence (ELINT) threat and trained in electronic security (ELSEC) techniques.

(d) Personnel will be trained in the use of authentication systems and communications electronic operating instructions.

(2) Unit.

(a) The ISS training will be integrated. into all phases of unit training programs.

(b) Units will employ COMSEC. equipment and materials.

(c) Self-monitoring programs will be conducted during field training to reinforce the use of net discipline and proper radio procedures.

(d) Penalty assessment procedures will be applied during FTX, CTP and ARTEP.

(e) Tactical signals intelligence (SIGINT) resources will be tasked as assets permit, to monitor Army telecommunications to determine weaknesses during JTX, CPX, FTX or ARTEP.

d. The AC units will receive ISS training aid from organic assets. The RC units will receive ISS training assistance, as assets permit, from a

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combination of USAINSCOM and FORSCOM AC and RC elements. The CONUSA commanders will send RC ISS support requirements to Commander, USA ISCOM, ATTN: IAOPS-OP-OP, Fort George G Mead, MD 20755, with information copy to Commander, FORSCOM, ATTN: AFIN-SD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 by 15 January each training year. Requests for FORSCOM AC SIGSEC assets to support the RC will be submitted under FORSCOM Regulation 350-12.

J-VI-202. Counterintelligence (CI)

a. The CI and information security training must be designed to ensure that personnel are aware of the requirements and procedures for:

(1) Safeguarding, handling and disseminating classified information.

(2) Reporting Subversion and Espionage Directed Against the U.S. Army incidents, with particular emphasis on identifying approaches by hostile intelligence personnel or attempts by unauthorized personnel to obtain information.

b. The training classifications described below should be used as much as possible during field exercises and tests consistent with training objectives, unless prohibited by a specific exercise plan or classified guide. Such use provides for training in and evaluation of security procedures without undue risk to actual classified material. Exercise documents and materials containing information that normally would be classified will be marked with the appropriate training classification.

(1) The following the training classification categories are authorized:

(a) "TOP SECRET for Training, otherwise unclassified";

(b) "SECRET for Training, otherwise unclassified";

(c) "CONFIDENTIAL for Training, otherwise unclassified."

(2) An exercise classification guide or plan will be prepared in advance, or as an integral part, of the exercise plan (see AR 380-5, para 2-400). If a unit classification guide is extracted from a classified guide or source document(s) originated by a higher headquarters, there is no requirement to send a copy to HQ FORSCOM. Classification guides prepared as an original classification decision must be approved personally and in writing by an official who has program/supervisory responsibility over the information and is authorized to originally classify information at the highest level of classification prescribed in the guide (see AR 380-5, para 2-400).

Four (4) copies of each approved classification guide will be sent to Commander, FORSCOM, ATTN: AFIN-SD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 for further distribution to HQDA.

(3) Material classified for training will be given the same degree of protection and destruction during the exercise as actual classified information. Documents or material classified for training will not contain actual classified information or any other information from Joint Chiefs of Staff papers.

(4) The appropriate training classification will be affixed IAW AR 380-5, **Chapter 4**. The downgrading and declassification instruction "declassify on termination of exercise" (or similar statement) will be used. Unneeded material will be destroyed at the end of the exercise.

(5) These controls and safeguarding requirements do not prevent release of appropriate, but unclassified, exercise information to the news media by authorized public affairs officers.

(6) Authentic security clearances will be used as much as possible during exercises. Commanders may authorize access by uncleared personnel to material classified for training in non-SCI environments. This access will not be confused with authentic security clearance access to actual classified defense information. Appropriate records of such accesses will be kept throughout the exercise and can be used as a guide in determining requirements for actual security clearances. Requests for security clearances to be used solely during field exercises will not be submitted. Requirements for access to simulated classified material during exercises should provide the commander with the necessary experience factors to determine which position/personnel should have authentic security clearance and at what level it should be granted. Post-exercise follow-up will include documenting clearances on unit MTOES and submitting appropriate paperwork to obtain required security clearance.

c. Appropriate personnel will know the current restrictions on collecting, reporting, processing, and storing information on civilians or civilian organizations not affiliated with the Department of Defense. Intelligence units will comply with requirements of AR 381-10.

J-VI-213. Sensitive Compartmented Information (SCI)

a. The Defense Intelligence Agency (DIA) is the proponent for the Department of Defense SCI

system. The SCI consists of higher levels of sensitivity than collateral information therefore requiring different or special protections, restraints, procedures, processes, and techniques. The SCI encompasses facilities to safeguard information and telecommunications systems used in collecting, analyzing, compiling, sanitizing, and disseminating intelligence information.

b. The SCI facilities (SCIFs) are either strategic, e.g. static or permanent, or tactical, e.g. temporary, portable or mobile, also known as T-SCIFs. The SCIFs may belong to installations or tactical, deployable military units. Approvals to have and operate SCIFs of either type require written approvals from high-level authorities. The DIA accredits all permanent SCIFs, except NSA SCIFs; FORSCOM Deputy Chief of Staff for Intelligence approves FORSCOM T-SCIF requests.

c. Special Security Officers (SSOs) operate the SCI program on behalf of SIOs including receipt, safeguarding, dissemination, and disposition of SCI, appropriate physical security for the Intelligence Information Systems, and personnel security procedures for granting individuals SCI access. Special Security Representatives (SSRs) work for SSOs. The SSOs and SSRs are appointed on written orders by SIOs and require orientation training (non-MOS; non-ASI) within 90 days of appointment.

d. Forces Command DCSINT, ATTN: AFIN-IS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, provides SSO Orientation training for AC and RC personnel appointed as SSOs, SSRs, and Department of Defense Intelligence Information Systems Site Information Systems Security Managers periodically at Fort Gillem, Georgia. An annual schedule is published for each fiscal year; each specific course is announced about 45 days before reporting date through SCI electrical message channels and provides full details for submitting nominations and other necessary information.

J-VI-224. Countersurveillance (CS)

a. The CS activities include camouflage paint and nets/screens, screening smokes or aerosols, visual disrupters, and natural materials which lessen the possibility of detection and identification.

b. Conduct of Training.

(1) Individual.

(a) Personnel will be briefed on the enemy threat—primarily ground and air collection capabilities.

(b) Personnel will be trained in personal camouflage techniques with emphasis on methods to effectively blend with the prevailing background to

include proper camouflaging of clothing, helmet, canvas equipment, skin, weapons, and shiny objects.

(c) Personnel will be trained in camouflage techniques involving field fortifications, vehicles, and major weapons systems.

(2) Unit commanders, staff, and subelement leaders will be trained on proper planning and techniques for camouflaging unit locations while in bivouac, command post, and supply point areas with a goal of accomplishing the camouflage quickly and efficiently and avoiding the dangers of breeches in camouflage security.

(3) Employment and Evaluation.

(a) Commanders will ensure that their units' employment of camouflage techniques and material is evaluated during training exercises and tests. The FORSCOM Form 65-R (Camouflage Checklist) should be used to evaluate camouflage effectiveness. The form may be locally reproduced. Camera ready copies are available from the local forms management office.

(b) If an after-action or evaluation report on the exercise or test is prepared, an evaluation of camouflage effectiveness will be included. In addition to any checklist item requiring comment, the following topics will also be addressed:

1 The effectiveness and utility of camouflage material and techniques; indicate whether sufficient camouflage materials were available.

2 An assessment of any camouflage innovations and field expedients attempted.

3 The effectiveness of camouflage as determined from imagery obtained by aerial reconnaissance missions flown during the exercise or test.

4 Any recommendations for improving camouflage materials or techniques.

SECTION VII

Tactical Intelligence Readiness Training (REDTRAIN)

J-VII-23. REDTRAIN Program

a. The REDTRAIN program is a DA directed program designed to sustain and enhance the previously acquired technical and foreign language skills of intelligence personnel assigned to tactical units and selected USAR strategic MI detachments. The primary intent of REDTRAIN is to train individual soldiers in primary MOS skills to meet unit training goals. The REDTRAIN program provides the means by which Senior Intelligence Officers and commanders can ensure quality

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intelligence during wartime. In peacetime, REDTRAIN contributes funds for the training of intelligence units and selected individuals.

b. Forces Command AC tactical intelligence units, RC tactical intelligence troop program units, selected Strategic Military Intelligence Detachments and U.S. Army Reserve Intelligence Support Centers (ARISC) are currently eligible for participation in the REDTRAIN program. Any unit/organization meeting the above criteria and not being resourced or participating in the program may submit a request for inclusion through command channels to HQ FORSCOM.

c. The primary REDTRAIN methodology is to exercise individual skills in a real-world intelligence environment. Units will routinely include in training plans activities that sustain MI skills and provide a real-world experience in technical and foreign language skills with a primary emphasis directed toward enlisted in Career Management Fields (CMFs) 33, 96, and 98; Warrant Officer personnel in CMFs 350, 351, 352, and 353. Additionally, the program is open to 35 series company grade (O1 to O3) MI officers. Training opportunities are also available for those individuals serving in the intelligence sections/staffs of Army Special Operations Forces units and have primarily intelligence-related support functions. The CMFs identified for REDTRAIN funding under this criteria are 18F and 180A. The ultimate purpose of REDTRAIN is to improve the readiness of tactical intelligence units to perform wartime missions of providing intelligence, CI, and EW support.

d. The FORSCOM units participating in the REDTRAIN program will plan for future resource needs, monitor current expenditures, evaluate program performance IAW the Army-wide Planing, Programming, Budgeting, and Executing System (PPBES), and submit reports as required by the PPBES. In addition to normal PPBES requirements, units participating in the REDTRAIN program will submit annual REDTRAIN plans and semiannual reports which provide a status of current year activities as well as an annual plan. The format for each document is established by INSCOM in the REDTRAIN Handbook.

e. While not all inclusive, the following is a representative sampling of approved REDTRAIN expenditures:

(1) The TDY/per diem for Live Environment Training (LET) and Army Reserve Intelligence Support Center (ARISC) training opportunities.

(2) Non-Modified Table of Organization and Equipment (MTOE) training support equipment and

materials (excluding off-the-shelf MTOE substitute items).

(3) Contracting for instruction and training material.

(4) The TDY/per diem for visiting intelligence or language specialists or mobile training teams.

(5) Costs associated with operating intelligence sustainment and enhancement training facilities (e.g. ARISC and SIGINT Readiness Facility).

(6) The REDTRAIN resources are provided to give commanders flexibility in developing additional MI training and experience gathering activities that are not adequately resourced under other programs. However, commanders should not, in normal circumstances, allocate all or a disproportionate share of resources to a single discipline or skill. They should develop a balanced program which provides training and experience for their assigned MI personnel. The REDTRAIN resources may not be used for initial MOS/ASI acquisition, procurement and/or repair of MTOE equipment or commercial substitutes, nor for activities normally funded by other programs, such as school training, FTX/JRX support and associated costs, and operational TDY costs for events such as Commanders Conference or Sergeants Major Conference.

(7) The REDTRAIN Reports will be submitted IAW instructions contained in the INSCOM REDTRAIN Handbook through command channels to arrive at HQ INSCOM, ATTN: IAOP-OR-FRR, 8825 Beulah Street Fort Belvoir VA 22060-5246 and HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 and CDR USARC, 1401 Deshler Street, SW., Fort McPherson, GA 30330-2000 for MI units.

(8) Each FORSCOM unit participating in the REDTRAIN program will submit an annual plan for the next fiscal year. The FORSCOM units will prepare plans IAW the format contained in the INSCOM REDTRAIN Handbook. Plans will be submitted through command channels to arrive at HQ INSCOM, ATTN: IAOP-DR-FRR, 8825 Beulah Street Fort Belvoir VA 22060-5246 and HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 NLT 1 Feb.

(9) The LET requests and other REDTRAIN related correspondence that require INSCOM coordination or assistance with a MACOM or agency external to FORSCOM will be conducted per instructions contained in the INSCOM REDTRAIN Handbook. The REDTRAIN activities that involve

only FORSCOM units will be handled through direct coordination between REDTRAIN managers of the units involved with an information copy of correspondence or request for assistance addressed to HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

(10) Participating units will appoint a REDTRAIN manager and provide the name and telephone number in the semiannual REDTRAIN Report. To facilitate coordination with USAR elements, managers appointed at Regional Support Commands, and Regional Support Centers should be full-time employees who are familiar with the MI training activities of subordinate units.

SECTION VIII

Language Training

J-VIII-24. General

All AC and RC linguists are required by AR 611-6, Army Linguist Management, to attain Level 2 proficiency on language skills measured by Defense Language Proficiency Test (DLPT). The unit commander is responsible for training each assigned linguist. The unit Command Language Program Manager (CLPM) will develop an individual language training plan for each assigned linguist which provides the training support needed to either attain Level 2 proficiency or enhance proficiency for proficient linguists. Each unit will address both Global and Job-specific language training requirements in their training program.

J-VIII-25. Global Language Training

a. Subproficient linguists. Commanders will ensure that linguists whose DLPT score is below Level 2 proficiency in the required Listening, Reading, or Speaking skills are enrolled in an intensive language training program designed to improve the language skills of each assigned linguist to at least Level 2 proficiency. The length of this initial training will be based on the category of language difficulty, e.g., Spanish is Category I while Korean is Category IV, and whether the linguist is AC or RC. The training will be at least four weeks initially for AC Linguists and two weeks for RC linguists, but may require up to 16 weeks for more difficult languages like Korean. It might require several sessions of intensive training for the linguist to attain Level 2 proficiency. Linguists will remain in this program until they either attain Level 2 proficiency or are reclassified to another MOS. As the commander's representative, the unit CLPM will

monitor progress for all subproficient linguists and coordinate their training.

b. Proficient linguists, i.e., linguists who attain Level 2 proficiency in the required Listening, Reading, or Speaking skills, will be required to attend periodic language refresher training designed to maintain and enhance their language proficiency. The amount of language maintenance training provided to each proficient linguist will be determined by the unit CLPM.

c. Global language training will emphasize grammar, vocabulary, and cultural/area studies.

d. Contract language instructors provide resident language training support. Mobile training teams from the DLIFLC or commercial vendors will be used to supplement resident instructors and provide specialized language training workshops.

J-VIII-26. Job Specific Language Training

a. Commanders will ensure that all proficient linguists participate in missions that actively use their job-specific language skills. HUMINT linguists, e.g., 97BL and 97E, will study military terminology and use the language skills in practical exercises like document exploitation and interrogation exercises. The SIGINT linguists, e.g., 98CL and 98G, will study military terminology and use the language skills in practical exercises like mission support in the TROJAN facility or at Regional SIGINT Operations Centers (RSOC).

b. The unit CLPM will ensure that adequate job-specific language training materials and support is available to both HUMINT and SIGINT linguists. The unit HUMINT and SIGINT subject matter experts will coordinate their efforts, e.g., document exploitation and TROJAN activities, with the CLPM to satisfy the language training needs of all assigned linguists.

c. Although subproficient linguists may participate in job-specific training, the focus should be to emphasize global language training to enable these linguists to attain language proficiency as soon as possible.

d. Job-Specific language training support, to include mobile training teams and language working aids, are available from the National Cryptological School for units with SIGINT linguists.

J-VIII-27. Language Immersion Training

a. Units must submit all requests for OCONUS language immersion training to FORSCOM for review and approval at least 60 days

before the proposed start date for the training. As a minimum, the request will identify the source (e.g., contractor or university) and location of the training, dates for training, list of personnel to be trained, and the date of latest DLPT and DLPT scores for each linguist participating in the immersion training.

b. If the request is approved by FORSCOM CLPM, the unit will forward an After-Action Report (AAR) to FORSCOM CLPM within 30 days following return from the immersion training opportunity. As a minimum, the report will address the administrative and logistical problems encountered and include narrative comments on the quality of training and the latest DLPT scores for each participant.

c. Linguists participating in OCONUS language immersion, to include Foreign Language Training Center - Europe, must have at least Level 2 proficiency in Listening and Reading skills on the latest DLPT.

SECTION IX

Cryptological Training

J-IX-28. Policy

The AC parent units have training responsibility for assigned SIGINT/EW units; CONUSAs exercise this responsibility for RC SIGINT/EW units. Operational and technical training support for these units will be provided by the INSCOM in coordination with FORSCOM, TRADOC, and national intelligence agencies. Organizations without organic capabilities may request EW support from FORSCOM within 60 days of required support. Long-range planning is advantageous to the requesting organization. The RC SIGINT Groups/Electronic Warfare (SIG/EW) units will provide support as directed by CONUSA; WARTRACE relationships have priority.

J-IX-29. General

The Cryptologic Training Program is vital to the development, maintenance, and enhancement of required skills. These skills are the “weapons system” of MI leaders and soldiers upon which the additional skills such as language, etc., rest. The development, maintenance, and enhancement of these skills at each skill level is vital to successful mission accomplishment. The Cryptologic Training Program is composed of and supported by unit Subject Matter Experts (SMEs), Service Schools, and the National Cryptologic School (NCS). Without participation by the unit SMEs, training cannot be

successful and mission accomplishment cannot be realized. It is essential that units identify their training requirements in TACITS and ATRRS.

J-IX-30. Cryptologic Training Council (CTC)

The CTC was established by DOD Directive 5210-70 (DOD Cryptologic Training) as the primary forum for discussing policy matters, training issues, and other related topics. The council is chaired by the Training Director, NSA/CSS (TDNC) and is composed of representatives from each military department and the NSA/CSS. The FORSCOM Cryptologic Training Officer (CTO) has input to and participates in CTC meetings. The annual CTC meeting generally sets the agenda for the forthcoming training year. The CTC participation is coordinated with the Command Language Program Officer (CLPO) and REDTRAIN Officer.

J-IX-31. Cryptologic Training Advisory Council (CTAC)

The NSA/CSS Circular 40-1, Annex J, **Appendix 1** established the terms of reference for the CTAC and delineates functions, responsibilities and composition of a CTAC. The CTAC consists of representatives of each military department, Service Cryptologic Element (SCE), MACOMs, and the NCS. The FORSCOM CTO serves as a member of the CTAC. The CTAC is a meeting of cryptologic training system professionals to review, revise, and revalidate training requirements which govern the development, conduct, and evaluation of cryptologic and cryptologic-related courses. Each Cryptologic MOS is given a zero-based review in light of changes in the discipline, occupational structure, technology, equipment, procedures, mission and target environment. The FORSCOM CTO tasks specific units to participate in the CTAC course review process. The entire MOS course curriculum is reviewed by unit SMEs as it applies to their mission needs. Recommendations for changes are submitted to the FORSCOM CTO for consolidation and presentation at an Army Pre-CTAC caucus. The Pre-CTAC caucus develops the Army’s consolidated position and recommendations to the CTAC. Participation in CTAC reviews by unit SMEs is crucial to the technical health of cryptologic MOSs. Unit SMEs are urged to attend the Pre-CTAC and/or CTAC meetings. The CTAC process provides the basic blocks upon which each succeeding Skill Level is built and is directly related to mission readiness/accomplishment. The CTAC participation

is coordinated with the CLPO and REDTRAIN Officer.

J-IX-32. Critical Task Review/Site Selection Boards (CT/SSB)

The CT/SSBs review each MOS Critical Task, by Skill Level, to revise and revalidate training requirements and determine where the course can best be taught. The CT/SSBs are generally held concurrently with the appropriate CTAC. Participation by the FORSCOM CTO and unit SMEs is generally the same as for CTACs. The CLPO also has input to the CT/SSB.

J-IX-33. Cryptologic Training System (CTS)

The CTS consists of the Service schools, the NCS, area/ regional training centers/facilities (i.e., Regional SIGINT Operations Centers (RSOC), Mission Ground Stations (MGS), and Corps/ Division SIGINT Readiness Facilities). The FORSCOM CTO works in concert with the unit training officers, NCS, TRADOC and Service schools to provide required training. Cryptologic training can be, and is, provided in a variety of ways:

- a. Resident Instruction at the NCS or Service school.
- b. Resident Instruction at an RSOC or MGS where applicable.
- c. In unit resident instruction provided by Adjunct Faculty instructors (AF)/Mobile Training Teams (MTT). Adjunct Faculty instructors are certified instructors of NCS courses and could be considered MTT. In most instances, REDTRAIN funding can be used to bring AF/MTTs to the unit to provide required training. The FORSCOM CTO will work with unit training officers to provide AF/MTTs for required training.
- d. Computer Based Training (CBT). A large, and growing, volume of NCS courses are available via CBT. This CBT may be accessed via access to the NSA web (both secure and non-secure). The CBT material will also be provided upon request via regular mail or courier. The NCS is attempting to make its unclassified training available over the World Wide Web (WWW) so that it can be accessed off duty and at home or wherever there is Internet access. (see the NCS CTS Course catalog for CBT offerings).
- e. Correspondence Courses. Many cryptologic and cryptologic-related courses are available from the NCS via correspondence courses. A request to the NCS identifying a course requirement and identifying a course monitor is all that is needed.

(See the NCS CTS Course Catalog for Correspondence course offerings.)

f. Secure Distance Learning Network (SDLN). The SDLN is an interactive video delivery system which is currently planned or installed at the NCS, DLI/FLC, the Service schools, and RSOCs. (SDLN was earlier known as GIGSTER).

g. Live Mission Environment. The best and most cost effective training tool is live mission environment training accomplished in unit via TROJAN. Live mission environment using TROJAN Classic access or RSOC access provides the best MOS training for the entire Cryptologic team from the collector, analyst, reporter, to the unit collection manager. Job-specific language is maintained and enhanced. The MOS and language training is accomplished while meeting the Commander's Primary Intelligence Requirements.

SECTION X

Reserve Component Perishable Skill Maintenance

J-X-34. Reserve Component Training

a. Reserve Component intelligence personnel should not be required to participate more than minimally in training that does not significantly contribute to initial MOS qualification or sustainment. Training time during weekend drill assemblies is severely limited and any training that does not enhance perishable intelligence skills only detracts from individual MOS skill acquisition and retention. The highly perishable nature of intelligence MOSs requires that most available time be devoted to maintaining proficiency.

b. Some of the MOSs require language qualification and maintenance training. The RC unit commanders will provide sufficient language training during each drill session to enable assigned linguists to maintain the level of proficiency required by AR 611-6, Army Linguist Management. Every effort will be made to encourage these personnel to perform additional training to acquire and retain highly perishable language skills.

J-X-35. Army Reserve Intelligence Support Center (ARISC)

a. The five (5) ARISCs are regional intelligence training and operations facilities with the mission of sustaining and improving the readiness of RC MI soldiers and units through battle-focused, performance-oriented training in METL

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and supporting tasks. Equipped with state of the art intelligence and communications systems and staffed by intelligence subject matter experts, these facilities are a critical resource to RC MI commanders providing a unique training environment which simultaneously enhances readiness and satisfies AC WARFIGHTER and Combat Support Agency intelligence requirements.

b. The ARISCs execute their missions by

providing secure facilities with connectivity to the intelligence infrastructure and technical expertise to assist units and individuals in conducting Contributory Support missions, situational training exercises, live environment training and scenario-driven lane training for RC units and soldiers.

c. The ARISCs execute MI lane training for designated FSP and eSB MI units as scheduled and synchronized by the respective CONUSA.

GLOSSARY

SECTION I

Abbreviations

A	Assault Landing	AMTP	ARTEP Mission Training Plan
AAGS	Army Air-Ground System	ANG	Air National Guard
AAR	After-Action Report	AR	As Required, Aerial Refueling
AAS	Advanced Airborne School	ARF	Air Reserve Force
ABCCC	Airborne Command and Control Center	ARISC	Army Reserve Intelligence Support Center
AC	Active Component	ARLO	Air Reconnaissance Liaison Officer
ACC	Air Combat Command	ARNG	Army National Guard
ACL	Allowable Cabin Load	ARTEP	Army Training and Evaluation Program
A/DACG	Arrival/Department Airfield Control Group	ASI	Additional Skill Identifier
ADVON	Advanced Echelon Affiliation A FORSCOM/AMC program to foster rapid deployment	ASOC	Air Support Operations Center
AFRES	Air Force Reserve	ATT	Air Transportability Training (Static Load Aircraft)
AG	Airlift Group	ATRRS	Army Training Requirements and Resources System
AGE	Aerospace Group Equipment	AW	Airlift Wing
AI	Air Items	AWADS	Adverse Weather Aerial Delivery System
ALCS	Airlift Control Squadron	AZAR	Assault Zone Availability Report
ALC	Army Learning Center	BAC	Basic Airborne Course
ALD	Airlift Division	BCE	Battlefield Condition Element
ALO	Air Liaison Officer	BCTP	Battle Command Training Program
ALO	authorized level of organization	BDA	Battle Damage Assessment
ALTRV	Altitude Reservation	BH	Backhaul
AMC	Air Mobility Command	BNCOC	Basic Noncommissioned Officers Course
AMOC	Air Mobility Operations Course	BSC	Battle Staff Course (USAF)
		C2	command and control

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C²W	Command and Control Warfare	CSTAR	Combat Synthetic Training Assessment Range
CAME	CORPS Airspace Management Element	CTAC	Cryptologic Training Advisory Council
CAPEX	Capabilities Exercise (airdrop normally conducted by XVIII ABN Corps for VIP/Open Houses)	CTC	Cryptological Training Council
CARP	Computed Air Release Point	CTO	Cryptologic Training Officer
CAS	Close Air Support	CTS	Cryptologic Training System
CATS	Combined Arms Training Strategy	CUT & SLASH	Period during JA/ATT Conference when user missions are reduced to meet Air Force Capability
CBT	Computer Based Training	DAME	Division Airspace Management Element
CCIR	Commander's Critical Information Requirements	DASC	Direct Air Support Center
CCS	Combat Control Squadron	DIA	Defense Intelligence Agency
CCT	Combat Control Team	DLC	Defense Language College
CDS	Container Delivery System	DLI/FLC	Defense Language Institute, Foreign Language Center
CFR	Crash Fire Rescue	DLPT	Defense Language Proficiency Test
CJCS	Chairman, Joint Chiefs of Staff	DoDIIS	Department of Defense Intelligence Information System
CLPM	Command Language Program Manager	DTO	Division Transportation Officer
CLPO	Command Language Program Officer	DZ	Drop Zone
CONPLAN	Contingency Plan	EDRE	emergency deployment readiness exercise
CP	Command Post Comfort Pallet	EPMS	Enlisted Personnel Management System
CPIRs	Commander's Primary Intelligence Requirements	EW	electronic warfare
CPX	command post exercise	EZ	Extraction Zone
CRAF	Civil Reserve Air Fleet	FAC	Forward Air Controller
CS	combat support	FAPABS	FORSCOM Automated Program and Budget System
CSS	combat service support		

FIRESTORM	Federation of Intelligence, Reconnaissance, Surveillance and Targeting, Operations, and Research Models	IMETS	Integrated Meteorological System
FLTC - E	Foreign Language Training Center - Europe	INSCOM	Intelligence and Security Command
FORMDEPS	FORSCOM Mobilization and Deployment Planning System	IPB	Intelligence Preparation of the Battlefield
FSCOORD	Fire Support Coordinator	IPIR	Immediate Photo Interpretation Request
FSP	force support package	IPT	In Place Time
FSE	Fire Support Element	IR	Infra Red Inflight Rigging
FTX	field training exercise	IRB	Immediate Request B
GLO	Ground Liaison Officer	ISR	Intelligence Surveillance Reconnaissance
GMRS	Ground Marker Release System	ISSM	Information Systems Security Manager
HAHO	High Altitude - High Opening	ITO	Installation Transportation Officer
HALO	High Altitude - Low Opening	JA/ATT	Joint Airborne/Air Transportability Training
HD	Heavy Drop	JACC/CP	Joint Airborne Communications Center/Command Post
HF	High Frequency Heavy Flyaway (C-5/KC-10)	JFCC	Joint Firepower Control Course (USAF)
HPT	High Pay-off Targets	JINTACCS	Joint Interoperability for Tactical Command and Control Systems
HUMINT	Human Intelligence	JMITC	Joint Military Intelligence Training Center
HV	High Velocity	JOTC	Jungle Operations Training Center
I&W	Indications and Warning	JRTC	Joint Readiness Training Center
IARN	Immediate Air Request Net	JSTARS	Joint Surveillance Target Attack Radar System
IBOS	Intelligence Battlefield Operating System	JTF	Joint Task Force
IDT	Inactive Duty Training		
IEW	Intelligence and Electronic Warfare		
IIS	Intelligence Information Systems		
IM	Inflight Meals		

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LAPES	Low Altitude Parachute Extraction System	NR	Not Required
LRIM	Long Range Infiltration Mission	NRI	Non-Resident Instruction
LRRP	Long Range Reconnaissance Patrol	NSA	National Security Agency
LRSU	Long Range Surveillance Units	NSI	Nuclear Surety Inspection
LZ	Landing Zone	NTC	National Training Center, Fort Irwin, CA
MAPEX	map exercise	NWTC	Northern Warfare Training Center, Alaska
MASS TAC	Mass Tactical Airdrop	OL	On/Offload
MDZ	Multiple Drop Zones	OPFOR	opposing forces
METL	mission essential task list	OPLAN	Operations Plan
METT-T	mission, enemy, terrain, troops, and time available	OPORD	Operations Order
MFF	Military Free Fall	OPP	Officer Professional Program
MGS	Mission Ground Station	OPTEMPO	Operational Tempo
MISREP	Mission Report	ORE	Operational Readiness Evaluation
MOS	military occupational specialty	ORI	Operational Readiness Inspection
MP	Multiple Passes	OPSEC	Operations Security
MQS	military qualification standards	OSS	Operational Support Squadron
MS	Multiple Sorties	PAX	Passenger
MSE	Mobile Subscriber Equipment	PIR	Priority Intelligence Requirement
MTP	Mission Training Plans	POC	Point of Contact
MTT	Mobile Training Team	PU	Pick Up
NCS	National Cryptologic School	PLDC	Primary Leadership Development Course
NAF	Numbered Air Force	RC	reserve components
NCDP	NCO Development Program	R&S	Reconnaissance and Surveillance
NCOES	Noncommissioned Officers Education System	RAB	Radar Beacon
NMS	National Military Strategy	RECCE	Reconnaissance

REDTRAIN	Tactical Intelligence Readiness Training Program	SSO	Special Security Officer
RIP	Ranger Indoctrination Program	SSR	Special Security Representative
RISTA	Reconnaissance, Intelligence, and Target Acquisition	Strat MIDs	Strategic Military Intelligence Detachments
RP	Release Point	STX	situational training exercise
RS	Rolling Stock	SWO	Staff Weather Office
RSC	Regional Support Command	TACC	Tactical Air Control Center
RSG	Regional Support Group	TACITS	The Army Centralized Individual Training System
RSOC	Regional SIGINT Operations Centers	TACP	Tactical Air Control Party
RUE	reciprocal unit exchange	TACS	Tactical Air Control System
SAAM	Special Assignment Airlift Mission (airlift paid for by requesting unit)	TALCE	Transportable Airlift Control Element
SATS	Standard Army Training System	TAMS	Training Ammunition Management System
SCE	Service Cryptologic Element	TAMIS	Training Ammunition Management Information System
SCI	Sensitive Compartmented Information	TAR	Tactical Air Reconnaissance
SCIF	Sensitive Compartmented Information Facility	TBD	To Be Determined
SDLN	Secure Distance Learning Network	TDNC	Training Director, NSA/CSS
SEAD	Suppression of Enemy Air Defense	TOA	Time of Arrival (Refers to aircraft landing time)
SFMFF	Special Forces Military Free Fall	TOC	Tactical Air Operation Center
SIGINT	Signals Intelligence	TOT	Time-on-Target
SIO	Senior Intelligence Officer	TP-T	Target Projectile-Tracer
SKE	Station Keeping Equipment	TSC	Training Support Centers
SLAR	Side-Looking Airborne Radar	TSO	Tactical Surveillance Officer
SOLL	Special Operations Low Level	UAV	Unmanned Aerial Vehicle
SRF	SIGINT Readiness Facility	ULS	Universal Loading Simulator

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UMO	Unit Movement Officer	UTM	Universal Transverse Mercator (grid)
USAF	United States Air Force	VIP	Very Important Person
USAFAGOS	USAF Air-Ground Operations School	WG	Wing
USAR	US Army Reserve	WX	Weather
USMTF	U.S. Message Text Format		

SECTION II

Terms

AC/RC Training Association Program

A formal training relationship that provides dedicated AC unit support to select RC units, and assigns an AC higher headquarters to each AC/RC unit pair. Unit associations are based on geographical and functional factors with the CONUS-based corps or 3d Army providing oversight and management of AC training assistance for assigned units. The FORSCOM provides guidance, overall management, and funding for AC/RC training associations.

Battle Task

A task which must be accomplished by a subordinate organization if the next higher headquarters is to accomplish a mission essential tasks. Battle tasks are selected by the senior commander from the subordinate organization's METL.

Dual-Based Brigades

Forces previously based in the USEUCOM AOR and withdrawn to CONUS with assurance to allies they would remain available in the event of a crisis in Europe. Such forces are assigned to USCINACOM or USCINCSOC as appropriate, and apportioned to USCINCEUR and other CINCs for deliberate planning in accordance with JSCP force tables. They are not available for employment to other CINCs without approval of the NCA.

Force Support Package Units

Those CS/CSS units designated to support the range of contingency responses that could occur in a crisis response. The FSP includes those doctrinal forces required to deploy and support 5 1/3 CONUS divisions, EAD/EAC for one corps, and support elements to open one theater.

Full-Dimensional Operations

The application of all capabilities available to an Army commander to accomplish his mission decisively and at the least cost across the full range of possible operations.

METL

A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission.

National Military Strategy (NMS)

Guidance provided by the Chairman, JCS on strategic direction of the Armed Forces of the United States in support of The National Security Strategy of Engagement and Enlargement, which is articulated by the President. The NMS calls for flexible and selective engagement, involving a broad range of activities and capabilities to address and help shape the evolving international environment.

Split-Based Brigades

Geographically separated from their parent division headquarters and as such are designated as split-based.